

BUSINESS UTAH

OFFICIAL PUBLICATION OF THE GOVERNOR'S OFFICE OF ECONOMIC DEVELOPMENT

ELEVATING
BUSINESS
Inside America's
Best State for
Business and
Careers

UTAH'S
REGIONS
Thriving
in a Global
Economy



UTAH'S ECONOMY LEADS THE WAY

GARY R. HERBERT
GOVERNOR, STATE OF UTAH



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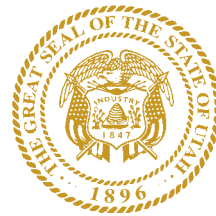
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OFFICE OF THE GOVERNOR
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Dear Business Leader:

Welcome to *Business in Utah*, a publication by the Governor's Office of Economic Development designed to assist you in becoming more familiar with the business friendly environment and regions in our state.

During my extensive travels around the state, I am repeatedly reminded of the many reasons Utah is praised as a great place to do business. Our preeminence is because we work to our unique strengths, we are innovative, and we maintain an attitude of success. With each ranking and accolade we receive, we continue to demonstrate that Utah has the hottest business economy in the nation.

My four cornerstones of success that form a foundation of our Utah economic development plan are:

- Education
- Energy Development
- Job Creation
- Self-determination

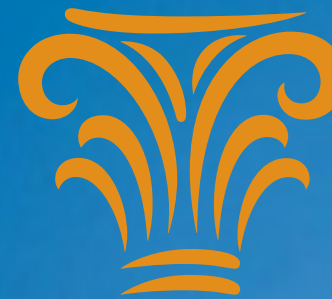
They are all keys to Utah's future, and all are components which will help companies working and expanding in the state to enjoy long-term success.

Our talented citizens comprise one of the most productive workforces in the country. Companies as diverse as Disney, Edwards Lifesciences, Procter & Gamble, and Adobe now call Utah home. These companies, and many others, have expanded their presence in our state even during our nation's downturn. Utah shows signs that our dynamic economy is once again taking off in a number of business sectors, including international export, finance, life sciences, IT, and software development.

Economic development in Utah will remain one of my top priorities, along with a dedication to public and higher education, responsible development of Utah's energy resources, and asserting our right and obligation to find Utah solutions to Utah problems. Together, with our business community and our citizens, we have built a strong economic foundation which is a stabilizing force. Utah is ready to continue its growth – today and well into the future.

Sincerely,

Governor Gary R. Herbert
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Let's turn the answers on.



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ECONOMIC DEVELOPMENT AGENCIES BY COUNTY



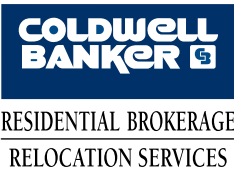
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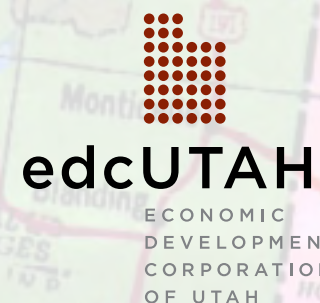
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Aerial view of Tooele City,
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UTAH'S ECONOMY
LEADS THE WAY

GOVERNOR GARY R. HERBERT



SHOULD YOU MEET UTAH GOVERNOR GARY HERBERT IN HIS OFFICE in the State Capitol, at a business or education conference, or even in the grocery store where he does his own shopping, don't be surprised to see him smiling. He has plenty of reasons to be upbeat about the state of the State of Utah.

The Beehive State is buzzing with economic activity. It's not only surviving the aftermath of the nation's worst recession since the Great Depression, it's thriving. Although he would be reluctant to take too much credit, Utah's economic strength is, in no small part, a result of Governor Herbert's leadership, vision and economic development plans.

The accolades heaped on Utah are well-publicized and well-deserved. Economists, business development experts and national magazines have touted the state as the nation's "happiest" (MSNBC/Gallup poll), "healthiest" (*Forbes*), and "youngest" (median age of 28.7). Utah has the "most dynamic economy" (Kaufmann New State Economy Index), is the "most inventive state" (CNNMoney.com), and is the "best state for business and careers" (*Forbes*). One of only eight states which retains an AAA bond rating from all three of the major rating agencies, Utah has the lowest debt per capita of any state in the nation (*Forbes*). Utah has also been named the "best managed state" in the country (Pew Center on the States).

#1BEST STATE FOR BUSINESS AND CAREERS
FORBES MAGAZINE

#1ECONOMIC DYNAMISM
KAUFMAN 2010 STATE NEW ECONOMY INDEX

#1ECONOMIC OUTLOOK
ALEC-LAFFER, RICH STATES POOR STATES

#2TOP PRO-BUSINESS STATES
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Sharpening its competitive edge, Utah is blessed with a populace found to be among the nation's most college-educated. More than 90 percent of Utah's adult population has attended at least one semester of college—the U.S. average is 54.5 percent. Add to all of that a tech-savvy workforce with a renowned work ethic, with a large percentage of adults versed in foreign languages, and it's no surprise that major multinational companies such as Adobe, Procter and Gamble, Disney, Goldman Sachs, Overstock.com, Litehouse Foods, eBay, and even the Royal Bank of Scotland, have chosen to expand in Utah in the past few years.

Those successes are no accident or simply a convergence of fortunate circumstances.

Governor Herbert and a great supporting cast of business leaders and state and local officials have laid a foundation for Utah's economic prosperity. That growth is propelling the state out of the economic downturn and will continue to undergird an advancing state economy for decades to come.

"My father was a building contractor," the Governor told the Utah Legislature during his 2011 State of the State address. "When my father was building homes, he always made certain the foundation was strong, the walls were sturdy, and the roof never leaked. We are tasked by the citizens, the people who hired us to do the job, to make certain the 'house' we call Utah is solid and strong."

The Governor's four cornerstones for that foundation—education, energy development, job creation and self-determination—are all keys to Utah's future. They each have a part to play in helping companies working and expanding in the state to enjoy continued success as well.

EDUCATION

"You cannot have long-term, sustainable economic growth if you do not have a well-educated workforce," says Herbert. "Businesses simply cannot expand in the state if the knowledge and skills they need are not found in our labor force. A top-tier system of education is essential if we're going to continue to recruit top-tier companies to Utah."

The interdependence of education and business is a major reason why Governor Herbert created the Education Excellence Commission. The Commission, which he chairs, includes business, education, and government leaders and experts from across the state. "I've been to every minute of every meeting since day one, and all sides are working together in an unprecedented partnership, which is going to prove valuable for generations to come as we raise the bar for education in this state."

The Governor's goal: 66 percent of Utahns, ages 20-64, will have a postsecondary degree or professional certification by the year 2020. That goal aligns, not coincidentally, with research showing that nearly two-thirds of jobs in Utah will require a degree or certification by 2020. While many blue-ribbon commissions have been empanelled over the years only to announce an ambitious goal with no real plan to reach it, the Education Excellence Commission has an eight-point action plan, complete with interim goals and performance metrics. "The Education Excellence Commission is

"We know it is the private sector, not government, that creates jobs. Those jobs are being created through the expansion of homegrown Utah companies, as well as new companies relocating to or expanding in our state."

UTAH GOVERNOR GARY R. HERBERT



about achieving results and keeping us on the path toward our ultimate 66 percent goal. It wasn't created just so I could have a press conference and issue a glossy report," said Herbert. His program includes initiatives stressing real-world education in the areas of science, engineering, and math—skills which have and will become increasing valuable in the 21st century global marketplace.

ENERGY

"Even though I'm not a poker player, I know that if you're dealt four aces, you've got to play them," the Governor says. "Utah's been given four aces in terms of our natural resources and potential for energy development."

In rural Utah, where many of those natural resources are found, energy development creates hundreds of jobs and millions of dollars in revenue. For every natural gas well drilled, a local economy can be bolstered by as much as \$700,000-800,000. A single oil well can easily pump \$1 million into a local economy. Developing energy supplies means creating jobs—not only energy jobs, but jobs in housing, hospitality, supply, and support industries.

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#8TOP STATES FOR BUSINESS
CNBC

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FORBES MAGAZINE

"Utah is poised to be a leader in the energy economy of the future," Herbert says. "We have access to traditional, alternative and renewable resources. In order to ensure our continued energy independence we have to encourage the responsible development of those resources. One way we're doing that is through the use of innovative and forward-thinking incentives."

Recognizing that renewable energy is becoming a major player in the energy field, the Utah Legislature passed the Renewable Energy Development Incentive, or REDI, two years ago. It provides a 100 percent refundable tax credit on a project's new state revenue for the life of the project, or up to 20 years.

It's paying dividends. The First Wind project in Milford, now in its second phase of expansion, is one of the nation's largest private wind power generation facilities. It generates enough power to light 45,000 homes in southern California, where the power is transmitted.

"Low-cost and reliable energy supplies are one of our state's competitive advantages," explains Herbert. "Indeed, the cost of electricity per kilowatt-hour in Utah is among the lowest of any state and has held steady, in relative terms, for the past 20 years. Our energy advantages are one of the reasons companies relocate to our state, which brings jobs and tax revenue."

In order to ensure the state retains its energy independence, the Governor has created a 10-year energy plan. "My energy plan was developed by a task force staffed by some of Utah's most talented individuals from industry, academia and the environmental community," Herbert says. "It will serve as a guide as we continue to develop our resources. And we'll do it in a responsible way, which won't threaten our environment or the natural beauty for which our state is also known throughout the world."

SPENCER P. ECCLES
GOED EXECUTIVE DIRECTOR

The ‘Secret Sauce’ in Utah’s Economic Prowess

JOB CREATION

The Governor’s third cornerstone is, as he likes to say, “Jobs, jobs and more jobs.”

“We know it is the private sector, not government, that creates jobs,” he says. “Those jobs are being created through the expansion of home-grown Utah companies, as well as new companies relocating to or expanding in our state.”

To accelerate this job creation, Governor Herbert understands the state must increase access to capital. The Utah Fund of Funds, created three years ago, connects Utah companies and entrepreneurs with venture capital funding. Herbert is also focused on continuing to expand Utah’s global exports. Utah’s export growth is the strongest in the nation, and is geared to double in the next five years.

“The competitive advantages we’re fostering here in Utah are now being noticed by people outside our state and national borders,” he says. “Businesses are looking for stability, predictability, a friendly environment, and, of course, an educated, motivated workforce. We have it all here.”

Nurturing a business-friendly environment means keeping taxes low and making regulation fair.

“I understand the purpose of government regulation is to maintain a level playing field,” he says. “As a small business owner, I have also experienced the cost and frustration of over-reaching and irrational regulation.”

In light of that, the Governor has instructed his Cabinet officers to conduct a review of every regulation on the books and recommend which should be kept, changed, or scrapped. “We can kill business growth just as quickly by over-regulation as we can by over-taxation,” says Herbert.

SPIRIT OF SELF-DETERMINATION

When the pioneers first arrived in Utah in 1847, they came with a spirit of self-determination. They worked to make the desert they called home “blossom as a rose.” One look around the state will provide ample evidence that they succeeded.

“Self-determination is part of our heritage,” Herbert says. “Our pioneer forefathers did what people thought impossible at the time, through hard work, innovation and collaboration. They came into this high desert with almost nothing,

MUCH HAS CHANGED ON UTAH’S ECONOMIC landscape since Governor Gary R. Herbert tapped Spencer P. Eccles to lead the Governor’s Office of Economic Development (GOED) and implement the Governor’s economic development plan.

In the last year and a half Utah has vaulted to the top of Forbes’s list as the “Best State for Business and Careers.” Adobe decided to build a technology campus in Lehi and Twitter has located a data center here. Combine that with ATK’s announcement to build a new, state-of-the-art advanced composites manufacturing facility in Clearfield, Utah, and the Air Force-private sector partnership broking ground on Falcon Hill, an aerospace research park west of Hill Air Force Base, and Team Utah has a lot of momentum to move the state forward.

Ask about the plan for State economic development and Eccles says, “It’s simple,” to achieve Governor Herbert’s vision that “Utah will lead the nation as the best performing economy and be recognized as a premier global business destination.” With Eccles’ direction GOED has internalized that vision and made it a mantra. “We live it, we eat it, we breathe it and we dream it.” The key to Utah’s economic success, according to Eccles’, is its “secret sauce”—the secret ingredient in an economic development recipe that is propelling Utah toward the premier global business destination that Governor Herbert envisions.

Just what is this “secret sauce?” According to Eccles it is an unprecedented level of partnerships connecting leaders from the state, county and city governments with economic developers, industry associations, educational institutions and business organizations to build the Utah economy by maintaining a focus on four key objectives:

1. Strengthen and grow existing Utah businesses, both urban and rural.
2. Increase innovation, entrepreneurship and investment.
3. Increase national and international business.
4. Prioritize education to develop the workforce of the future.



Governor Herbert addressed objective number one—strengthen and grow existing Utah businesses, both urban and rural—in his State of the State, when he called upon State government leaders to review all business regulations to ensure they are both necessary and business-friendly.

“Over-burdensome business regulations are just as bad as high taxes,” Eccles explains. “While thoughtful regulation can help stabilize the business environment and keep it predictable, the outcome of the review will be to minimize government interference as much as is reasonable, so Utah businesses can flourish.”

Other efforts involve better use of technology to enhance business success and working with local government leaders as they make strategic decisions about how to best apply limited economic, workforce and community development resources, to cultivate competitiveness among businesses within their communities.

Eccles and his team are in the process of working with 100 of Utah’s premier companies to identify opportunities for expansion. GOED regularly conducts targeted industry roundtables with stakeholders and partners to discuss industry sector needs and opportunities. These efforts have yielded a number of successes in job creation and the recruitment of key companies, which were identified by groups of existing Utah businesses as strategic to their industry clusters.

Janicki Industries, a family owned business out of Seattle, Washington, is an example of a company now building in Utah, which was identified by the composite manufacturing companies in Utah as an important addition needed for

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““The state’s obligation in its partnership with private sector players is to keep the playing field level, but then to stay off their backs and out of their wallets. Give them the opportunity to be the innovators and the creators of new goods and services.”

UTAH GOVERNOR GARY R. HERBERT

and built irrigation systems, planted farms, and laid out towns. They built the foundation for the thriving economy and society we enjoy in Utah today.”

“From the very beginning, we have always found Utah solutions to Utah problems, and we have the right and obligation to continue to do so today,” says the Governor. “Part of the reason Utah is not mired in the cycles of deficits and debt strangling other states is that we’ve been willing to tackle difficult issues before they became crises. We’ve tackled health system reform, Medicaid reform, pension reform, immigration reform and other issues which other states are kicking down the road.”

Herbert recounts that when he meets with other Governors, they express their admiration—and sometimes envy—that Utah is so fiscally fit, and has dealt or is dealing with so many complex problems which are bringing other states to a standstill.

“States are indeed laboratories of democracy and uniquely equipped to find solutions to their own problems,” says Herbert. “In many cases, a solution developed and honed in one state can then serve as a prototype for other states, or for the entire country. We routinely get requests from other states asking us to share our experience in pursuing reforms.”

Part of the problem, in the Governor’s view, is when the federal government imposes solutions from the top-down, rather than letting them percolate up from the states. “As I’ve said, we’ve been solving our own problems here for a very long time. We’re good at it. Our spirit of self-determination has served us well, and we should be left to exercise it freely.”

In that same vein, Herbert knows businesses can determine their own destinies if they are supported, but not restricted, by too much government intervention. To accomplish that, he has reached out to create broad-reaching partnerships between government, industry, and educational institutions.

UNPRECEDENTED PARTNERSHIPS

Governor Herbert believes in teamwork, in what he calls “unprecedented partnerships” between the private and public sectors. He believes in honoring the autonomy of all partners, as well, so that when decisions are made, they are strongly supported by all.

“With the challenges we face in the country—and in the world, really—if we don’t work together, we’re going to have a tougher row to hoe,” he says. “There are opportunities for government to be a facilitator for economic growth,

“We want the world to know that Utah is open for business—especially international business.”

SPENCER P. ECCLES

our Utah composites and aerospace industries and in partnership with the State they helped recruit Janicki to the State.

Objective number two—to increase innovation, entrepreneurship and investment in Utah—is well underway. Utah State University with the assistance of a key GOED partner, the Utah Science, Technology and Research (USTAR) initiative, just completed construction of a world class advanced research building and a sister facility is now under construction at University of Utah. These two facilities alone amount to over \$200 million of investment by the State. With USTAR’s help, the state will continue to foster high-powered research and commercialization collaborations by expanding the number of world-class innovators recruited to Utah and its higher education institutions.

GOED works in partnership with many different angel, venture capital and investment banking groups and the State has invested substantial resources through the Utah Fund of Funds to encourage the investment of venture capital in Utah companies. Meanwhile, the legislature and State leaders have focused on keeping government fiscally responsible, business friendly and predictable so that businesses feel safe in making capital investments here. Key efforts include keeping a balanced budget, maintaining the state’s AAA bond rating and keeping taxes among the lowest in the nation.

Achieving objective number three—increasing national and international business—is showing great success. Utah leads the nation in export growth and the partnership, between GOED’s International Trade and Diplomacy Office and World Trade Center Utah and the more than 2,400 Utah businesses involved in export, will ensure a continued focus on international business. “We want the world to know that Utah is open for business—especially international business,” says Eccles.

Other GOED partnerships are devoted to promoting Utah’s image through targeted business, tourism, film marketing and public relations efforts. “We want to grow Utah’s tourism industry and increase statewide visitation by continuing to promote Utah as a premier tourist, leisure and business destination,” says Eccles. GOED is also working to build critical mass

CONTINUED >

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but there is a great danger in government choking entrepreneurship and impeding free markets. The state's obligation in its partnership with private sector players, is to keep the playing field level, but then to stay off their backs and out of their wallets. Give them the opportunity to be the innovators and the creators of new goods and services."

Balance, he says, is the key to success. "It's hard for the government to pursue a balanced agenda if it's only hearing voices from one side of the aisle," says the Governor. Bipartisanship is, therefore, a hallmark of the Herbert administration.

"I don't believe you can have a good working partnership if you don't understand each other's point of view," he says. "We jump to conclusions and assume the worst in those who have a different opinion than ours. That lack of understanding comes from a lack of communication. I like to bring together different people from different points of view and say, 'Let's talk about the issue, learn from each other, find the common ground.'"



"The competitive advantages we're fostering here in Utah are now being noticed by people outside our state and national borders. Businesses are looking for stability, predictability, a friendly environment, and, of course, an educated, motivated workforce. We have it all here."

UTAH GOVERNOR GARY R. HERBERT

As evidence of that, Herbert invited former Salt Lake City Mayor Ted Wilson, a Democrat and an environmentalist, to chair the Balanced Resource Council and to be one of his senior advisors. The council worked with state and local officials on a plan for rural Utah, which is widely supported by the business, government and environmental communities, and which will eventually lead to the development 600 natural gas wells—enough production of natural gas to fuel Utah for five years.

"We did it by bringing the environmental community to the table with developers and local officials," Herbert says. "We protected some of the environmental concerns they had and created a win-win scenario." He feels that effort set an example of the bipartisan cooperation all governments need to succeed.


Many success stories are being created in Utah every day. Homegrown businesses are prospering, expansion into the state by companies, large and small is increasing and the number of inquiries grows daily, as requests for information about Utah pour into the Governor's Office of Economic Development. One can only wonder if it is all more than he expected.

"I'm never surprised by our people," says Governor Herbert, "because I believe in Utah and our culture—its pioneer heritage, its spirit, its belief in 'an honest day's work for an honest day's pay.' It's not surprising, for example, that we have more SBA loans here than in any other state."

What he is happiest about is outsiders are seeing Utah "as a great place to live and raise a family, and we're known as a great place to do business." Governors sometimes get uncomfortable questions, but being asked for the secret to Utah's success is never one of them for Governor Herbert.

From the time that the Golden Spike was driven into Utah soil, creating the nation's trans-continental railroad system, the state has been called the "Crossroads of the West." Now, more than ever, it's becoming the crossroads to many regions and nations. Utah is positioned to continue its growth far into the future.

"You don't really appreciate a great skier on the bunny hill. The fundamental strength of our state has been tested in this downturn and not only did we not get buried, we're at the top of the podium."

Herbert says that with a smile. He is a man who knows that Utah is indeed leading the way. 



ADOBE CAMPUS RIBBON CUTTING

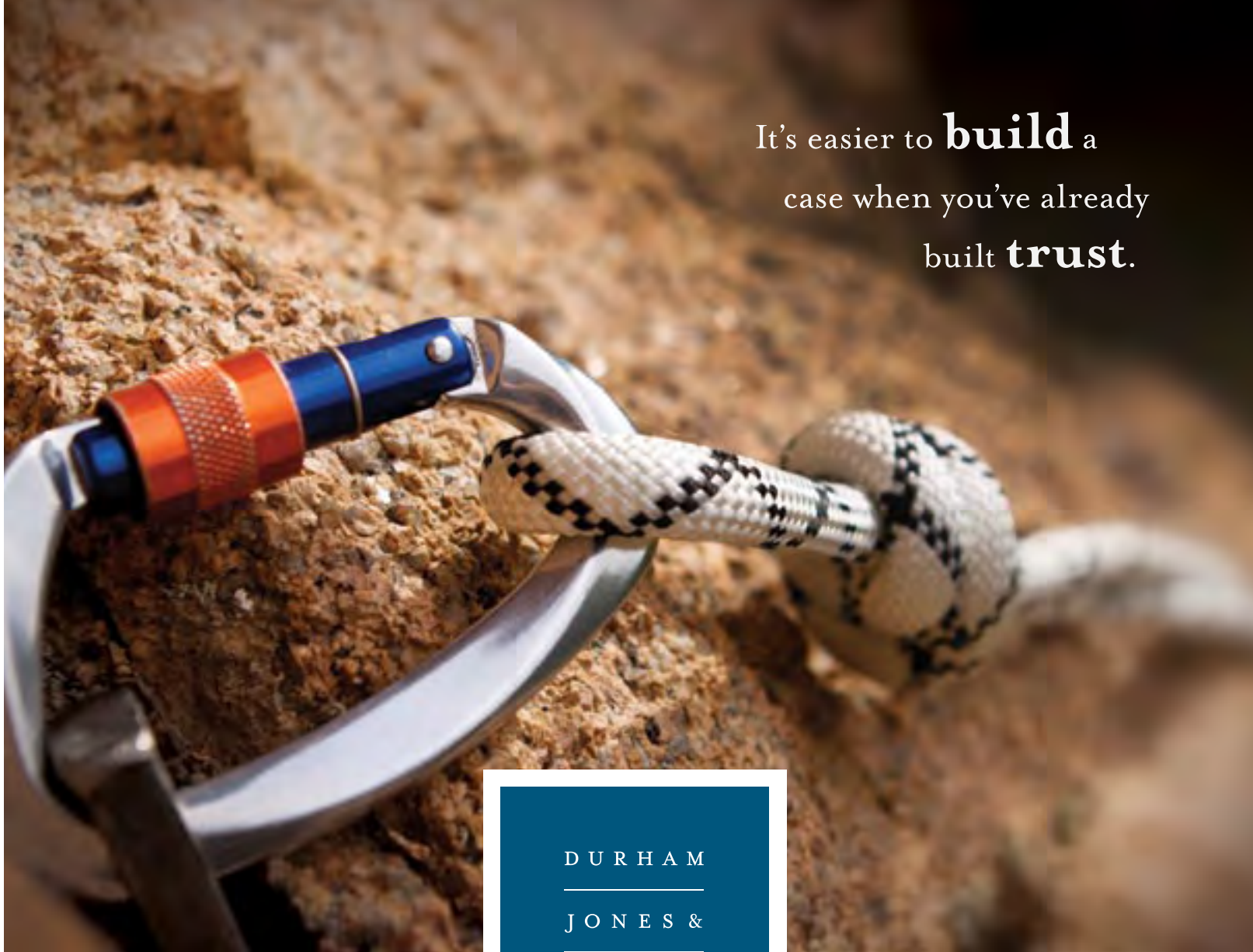
within each of the state's strategic industrial clusters by promoting the vibrancy and strength of Utah's business environment and recruiting targeted businesses. The GOED business marketing initiative, which began on the West Coast is gaining national attention and companies are regularly placing Utah on their short list of States in which expansion plans are being developed.

As the State prioritizes education to develop the workforce of the future, which is the fourth objective on which GOED is focused, the agency has brought together many partners.

A collaborative effort, the Utah Cluster Acceleration Partnership (UCAP) is aligning business, government, and education leaders to meet the workforce demands of key Utah industries, including aerospace, digital media, renewable energy and others. "By aligning the degree programs and certification offerings of Utah's colleges and universities with workforce needs, UCAP is helping to supply these industries with educated workers now and in the future," he said. Key partners in this effort include GOED, the Utah System of Higher Education, the Utah Department of Workforce Services, USTAR, Weber State University, Salt Lake Community College, Utah Valley University, University of Utah, Utah State University and industry leaders.

Eccles points out that the State has many "Unprecedented Partnerships", which Governor Herbert has often mentioned. One such partnership—the Governor's Education Excellence Commission—is aligned with the Utah Prosperity 2020 Coalition. It brings together the State's chambers of commerce, Utah business leaders and education leadership. The Coalition is focused on ensuring at least 66 percent of Utahns ages 20 to 64 have a postsecondary degree or certificate by the year 2020. As the Coalition has noted, most of the new jobs created in the coming decades will require higher levels of education and Utah will be ready.

It is the partnerships and a lot of work that make up Utah's "secret sauce" – but it is a recipe for economic prosperity. "Still, there is no time to rest. We have many #1 rankings that attest to our success so far, and we are redoubling our efforts for the future," says Eccles. 



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SALT LAKE CITY, DOWNTOWN RISING

Adobe Systems Inc. recently found a reason to take a look at the State of Utah, and the tech giant made a big discovery: Utah has a flourishing technology industry fueled by skilled workers, a great business climate and, most importantly, the friendly competition and cooperation between hundreds of local tech companies.

Adobe has begun the first phase of a major new technology campus in Utah. The 230,000-square-foot campus will ultimately employ 1,000 workers in the State. Why did Adobe choose Utah for this expansion? Among the many reasons was this one fact: because of Utah's cluster of tech companies, Adobe will always have the necessary resources and workforce base to draw upon.

1

STRENGTH IN NUMBERS

Companies Thrive in Utah's Economic Clusters

By Linda T. Kennedy

The Governor's Office of Economic Development (GOED) has identified seven targeted industry "Clusters" that it is working to strategically support and strengthen. As a whole, these clusters provide a sustained competitive advantage to all of the businesses and organizations within each industry sector. GOED works as a facilitator, bringing together government, industry, education, capital and talent within these clusters to promote industry growth.

SOFTWARE DEVELOPMENT AND IT

Utah is an active center of technology and software development, with big-name companies such as IM Flash Technologies, Symantec, Novell, Overstock.com, Sorenson Communications, Ancestry.com and numerous others. Utah's 3,600 IT firms employ more than 42,000 Utahns, a growth of 28 percent since 2005. Annual wages paid by the IT firms totaled more than \$2.6 billion in 2009. Companies continue



IM FLASH TECHNOLOGIES, LEHI, UTAH

BRAD RENCHER
VICE PRESIDENT AND GENERAL MANAGER, OMNITURE BUSINESS UNIT, ADOBE

Adobe Expands in Utah



to take advantage of Utah's strong IT and software workforce and our ongoing number of high-quality university graduates.

Along with other public and private partners, GOED is building a cluster of companies that create media content for films, television, video games and computers, among many other applications. Some of the largest names in the industry, such as Electronic Arts, Disney Interactive Studios and Move Networks, have offices in Utah. Homegrown companies include dynamic digital media companies such as Sandman Studios and Spectrum DNA.

The Utah Science Technology and Research initiative (USTAR) facilitates networking events and connects companies with university technologies. "Utah's research and regional higher education institutions bring unique strengths to digital media, not only in terms of visual arts and technology but also in terms of workforce development," says Steven Roy, USTAR Central Utah Technology Outreach director. "USTAR's role is to help catalyze these efforts and make connections between university and industry experts."

LIFE SCIENCES

The Biotechnology Industry Organization (BIO) International Convention is the largest biotechnology event in the world. Utah has now been a contributing player for years at BIO. With the latest technology and company innovations,

WHEN ADOBE acquired Utah-based analytics company Omniture in 2009 for \$1.8 billion, many wondered whether Adobe would keep the division in Utah or move it out of state. According to Brad Rencher, vice president and general manager of Omniture Business Unit, Adobe, the company's decision to stay in the Beehive State was easy.

"Omniture's portfolio of technologies was first developed in Utah and the company grew to develop the market-leading online marketing suite, serving thousands of customers worldwide, from headquarters in Utah," Rencher says. "This growth and success, combined with a highly educated local talent base as well as top talent attracted from out-of-state who fall in love with the

Utah lifestyle, helped fuel Adobe's decision to stay and expand its presence in the State."

Adobe has since decided not only to stay in Utah, but to expand in the State. The company plans to invest approximately \$100 million in supporting facilities and to create approximately 1,000 new jobs in Utah over the next 20 years, according to Rencher. "Adobe had a very positive experience working with the State and municipalities and appreciates the enthusiasm and dedication of the teams working with us."

Rencher says Utah's government understands what is needed to build a healthy business and economy. "Among the things every business needs to succeed are an attractive market, a favorable economic climate, and perhaps most importantly, talented employees. The State works hard to provide the latter two, creating an environment in which businesses can find talented, highly educated employees and invest in innovation and growth," Rencher says. "Utah's leaders understand a simple truth: as business goes, so goes the state."

"There have been inquiries from other companies looking at what we have and wanting more information as they build their long-term business strategies."

TAMI GOETZ, STATE SCIENCE ADVISOR, GOED

State officials and Utah life science companies annually showcase how life sciences is a critical part of Utah's dynamic economic environment. "We showcase our best and show that we are growing and have the resources companies need," says Tami Goetz, State Science Advisor at GOED. "There have been inquiries from other companies looking at what we have and wanting more information as they build their long-term business strategies. University representatives have called exploring opportunities here for commercialization."

According to the Utah Department of Workforce Services, in 2010 the industry accounted for roughly 25,500 highly-skilled jobs in the State, and industry leaders say they will need 1,200 additional workers in the future. This represents a continual 3 percent annual growth rate since 2005 for the industry.

Utah is making great strides in developing a qualified workforce for this industry with a \$5 million Workforce Innovations in Regional Economic Development (WIRED) grant from the U.S. Department of Labor. Now, students are entering industry-related training courses, along with a biomanufacturing training program and a new four-year biotech program.

"It's a wonderful opportunity to create a tal-

ent pool to help companies grow," says Goetz. Employers such as Myriad Genetics, ARUP Laboratories, Merit Medical, Idaho Technology, BARD, Sorenson Genomics and IMC are strong life science companies in the state. But companies such as USANA and Nu Skin represent another very large life science industry sector: natural products and dietary supplements. With several national leaders in Utah, this industry represents almost 25 percent of the national market.

ENERGY AND NATURAL RESOURCES

The Utah Energy and Natural Resources Cluster employs almost 24,000, and those employers pay their workers an average wage 65 percent higher than the state's average wage.

Besides having a tech-savvy workforce,

Utah is rich in natural traditional resources such as oil, gas and coal, and also has abundant access to renewable energy sources, such as solar, wind and geothermal. Wind power plants in the state have a generating capacity of up to 224 MW. Furthermore, geothermal sources have been producing power for Utahns for 30 years, and Utah companies continue to make exciting breakthroughs in geothermal technologies. Solar energy is being utilized to power rural fuel production sites and is showing great potential to extend to other operations.

Research and development efforts in alternative energy focusing on unconventional fuels and energy efficiency, practices of lean manufacturing, corporate recycling and energy use conservation have brought recognition to our State.

Energy and Natural Resources Cluster Di-

"A working clusters initiative means more companies working in Utah. Utah becomes more than a place companies would like to be, it becomes a place they need to be."

GOVERNOR GARY R. HERBERT

rector Samantha Mary Julian coordinates with the State Energy Program to promote and expand Utah's energy sector. She also facilitates the state's Energy Working Group. Participants include the State Energy Program, Governor's Energy Advisor, Department of Workforce Services, USTAR, Department of Environmental Quality, Division of Facilities Construction & Management, EDCUtah, Utah Clean Energy and the Department of Agriculture and Food. GOED held the State's first renewable energy summit last year and it was attended by companies and interested parties from 17 states.

The Energy Working Group discusses matters of federal funding opportunities and also focuses on creating efficiency and synergy between the various participants. "It is really focused on collaboration efforts and learning awareness. Group meetings provide an opportunity for agencies to become educated on what other agencies are actively working on. This collaboration allows us to move forward in harmony," Julian says.

Utah has been recognized as a future leader in renewable energy resources, including geothermal, solar and wind. First Wind, for instance, selected Utah as the site of a large-scale wind farm that generates 203.5 megawatts of

energy. The wind farm is in its second phase of development, with a third phase already in the pipeline.

Gov. Gary R. Herbert has implemented The Utah Energy Initiative, a 10-year plan to ensure Utah's continued access to its own low-cost energy resources and its ability to be on the cutting edge of new energy technologies. "We are uniquely positioned in the Western Energy Corridor," said Governor Herbert in his 2010 State of the State address. "We have the generation capacity and the transmission systems, and we are at the crossroads of the energy commerce and transportation infrastructure."

DEFENSE AND HOMELAND SECURITY

Including defense contractors, military members and federal employees, the Defense and Homeland Security sector employs more than 38,000 Utahns. Hill Air Force Base (HAFB) is the largest single-site employer, with almost 23,500 employees working on the base every day, and is a hotbed for the local industries' accomplishments.

"Because of the diverse technologies and activities that are required for Hill to accomplish its missions, there are many opportunities for innovative small companies and entrepreneurs

ATK, F-35 WINGSKIN



to support Hill AFB," says Marshall Wright, business development director at GOED, who assists with the defense and aerospace clusters. "Hill is very proactive in providing outreach seminars to reach the local entrepreneurs and small business community so that they can avail themselves of the various contracting opportunities."

HAFB has been designated as a preferred base to house and maintain the F-35 Joint Strike Fighter, and it was selected as the logistics support activity for the Air Force's Predator aircraft. Also, HAFB was awarded 350 additional software and engineering support positions.

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Population (as of print date)	55,608
Acreage	city total 18,301; parks 361
Median Age	27.5
Average Household Size	3.80
Average Household Income	\$91,151
Median Household Income	\$97,645
High School Graduates (over 25 yrs)	95.8%
College Degree Holder (over 25 yrs)	40.9%
Housing Units	15,212
Median Home Value	\$146,000
Median Home Sales Price	\$413,000
Mean Travel Time to Work (Minutes)	26.1
July Temperature (Ave. Max)	83.4°F / 28.6°C
January Temperature (Ave. Max)	77°F / 25.5°C
Annual Precipitation	14.96 inches
Taxable Retail Sales (1999-09)	+1.407%
1999 - \$49,123,400	2008 - \$61,112,600
2009 - \$740,261,000	

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- Calvin Rampton Government Center
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- Utah Dept. of Workforce Services

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- Valley Regional Softball Park
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L-3 COMMUNICATIONS

The industry cluster also includes aircraft and missile maintenance, electronics and communications, autonomous systems, smart sensors and chemical/biological detection. Leading companies in the cluster include ATK, Northrop Grumman, Lockheed Martin, The Boeing Company, Raytheon, Booz Allen Hamilton, L-3 Communications and SAIC.

A huge growth area for the state, though, is unmanned systems. HAFB recently gained recognition as the nation's premier site to establish operations for unmanned systems' development and evaluation, and the U.S. Army chose Dugway Proving Ground to locate its Rapid Integration and Acceptance Center (RIAC), which generated 200 new jobs. "More could be hired as some of the major unmanned aerial systems contractors locate divisions of their companies here to Utah to be close to and support the RIAC facility," says Wright. "It's a gift that keeps giving; what we're going to see is more of the companies supporting RIAC locating in Tooele."

AEROSPACE AND AVIATION

The Aerospace and Defense clusters are very closely related in Utah, due in large part to HAFB, where many aerospace and aviation industry activities originated from. For one thing, the cluster is comprised of industries related to composites and advanced materials, and HAFB is the Air Force's Center of Excellence for advanced materials.

"When we look to have greater capability in our Air Force systems, we need materials that

are certainly at the cutting edge, and beyond, of being light and being strong, and that's what composites really are," says Gary Harter, GOED and Clusters managing director.

The advanced composites sector started in Utah a number of years ago through Hercules, known today as ATK. Now, other industry leaders such as Hexcel, ITT Integrated Systems, Rocky Mountain Composites and Applied Composites Technology are located in Utah. They are involved in all composites that support aircraft, missiles, medical, industrial, energy and recreational applications and offer 182 percent of Utah's average monthly wage.

Aside from HAFB, aerospace cluster employment in Utah is approximately 8,000, with wages 89 percent higher than the Utah average wage.

"We formed an Advanced Composites working group a few years ago to address the industry's needs," says Harter. "Companies told us to do three things: focus on workforce, R&D and access to fiber. We completed two of three and continue to grow the third." Also, in response to the industry's needs, composites training programs are now available at four educational institutions along the Wasatch Front.

Finally, located along I-15 at Hill AFB, the Falcon Hill National Aerospace Research Park is one of the most strategically located aerospace research parks in the country. The 550-acre private development is attracting the interest of aerospace and aviation companies from across the country and has the potential to create thousands of new high-paying jobs in Utah.

"Utah's aerospace and defense-related industries generate billions of dollars in revenue annually and employ tens of thousands of Utahns across the state in high-paying jobs," says Governor Herbert. "Private and public leaders have teamed up with Weber State University to increase the size of the aerospace industry in Utah. By focusing on workforce needs in this area, we will develop the talent and innovation necessary to become the premier player in the aerospace industry."

Clusters at a Glance

LIFE SCIENCES

- Number of Firms: 924
- Total Employment: 25,672
- Average Wage: \$4,634

SOFTWARE DEVELOPMENT AND INFORMATION TECHNOLOGY

- Number of Firms: 3,598
- Total Employment: 42,859
- Average Wage: \$5,236

AVIATION AND AEROSPACE

- Number of Firms: 76
- Total Employment: 7,984
- Average Wage: \$6,020

DEFENSE AND HOMELAND SECURITY

- Number of Firms: 7 + 5 military bases
- Total Employment: 38,684
- Average Wage: 5,891

FINANCIAL SYSTEMS

- Number of Firms: 4,472
- Total Employment: 43,506
- Average Wage: \$5,891


ENERGY AND NATURAL RESOURCES

- Number of Firms: 1,131
- Total Employment: 23,889
- Average Wage: \$5,248

A WORKING INITIATIVE

The clusters' impact on GOED and the state's overall economy has been astonishing, says Harter. "The industry sectors are all talking together, identifying what the needs are, and working within their own local communities, state government and academia to create conditions for success. It is really working in Utah."

Harter explains GOED's role with the industry cluster companies is to be a conduit for building relationships; GOED points companies in the direction they need to go for the answers they need to get. In the end, companies benefit with added growth, the workforce benefits through increased employment and the State benefits through its strong, vibrant industries.

"A strong and progressive clusters initiative means more companies working in Utah," says Governor Herbert. "Utah becomes more than a place companies would like to be, it becomes a place they need to be." Doing business in Utah is a smart investment, according to Herbert. "If Utah were a stock, I'd say 'buy'." 

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"The industry sectors are all talking together, identifying what the needs are, and working within their own local communities, state government and academia to create conditions for success. It is really working in Utah."

GARY HARTER, CLUSTERS MANAGING DIRECTOR, GOED

During recent years, companies like Twitter, Adobe and Oracle have found a healthy home in the Beehive State—and it hasn't been by accident. Many companies have found strength in Utah's fertile economy, despite the national recession. One of the roots to the State's economic vitality is its innovative incentive programs. While many states are trying to attract relocating businesses, the State of Utah has a plan that's working. The State has structured its incentives programs to promote long-term partnerships and net positive returns, attracting companies like Disney, eBay, Procter & Gamble and more. Utah's creative use of incentives has proven to be a win-win for both the state and incentivized companies.

2

CULTIVATING ECONOMIC VITALITY

By Mark Dayton

Post Performance Incentives Grow Utah



DOWNTOWN SALT LAKE CITY

“Incentives are never the number one reason for a company choosing Utah. Incentives cannot make up for workforce, business environment and quality of life factors—strengths that always put Utah into consideration.”

CHRISTINA OLIVER, DIRECTOR OF CORPORATE RECRUITMENT AND INCENTIVES, GOED

A STRATEGIC WIN-WIN

Utah’s innovative incentive program options are highly attractive to potential employers, while also meeting fiscal and strategic goals set out by Governor Gary Herbert and legislators. All of the State’s incentives are structured as post-performance payouts, meaning companies must first make a substantial investment and commitment to a project—including paying taxes—before incentives are distributed. “In Utah we don’t give out the dime until we have the dollar,” says Derek Miller, former Governor’s Office of Economic Development (GOED) deputy director and now Governor Gary Herbert’s chief of staff. “Our programs are very attractive and very competitive. But, because we give out less than we take in, we are always in a net positive position.”

The post-performance structure has proven successful for incentivized companies and Utah. Though it may seem as though the State is offering a magnitude of dollars to awarded companies, the program is structured in a way that means monetary and nonmonetary benefits come right back to the State—a strategic win-win for all. “We can say with surety that every bit of revenue that came into the state as a result of paying incentives is money we wouldn’t have otherwise had,” Miller says. “If we bring in \$100 million in new tax revenue and give back 25 percent, that’s a good deal for Utah.”

FUNDAMENTALS FIRST

Utah is in the enviable position of not needing to rely heavily on large financial incentives to attract top-notch organizations to the State. While some states offer money upfront to compensate for other unfavorable conditions, Utah banks on more compelling and long-term sustainable factors to attract top companies.

“Incentives are never the number one reason for a company choosing Utah,” says Christina Oliver, director of corporate recruitment and incentives at GOED. “Incentives cannot make up for workforce, business environment and quality of life factors—strengths that always put Utah into consideration. Incentives can make the final difference to a company once you have made their short list.”

The State of Utah offers four post-performance incentive programs, each tailored to meet different company needs.

- 1. Economic Development Tax Increment Financing (EDTIF)**

This program provides attractive benefits to companies new to Utah and to companies already housed in the State. Under the provisions of EDTIF, a company may receive a credit of up to 30 percent of the taxes they paid in the previous year. This includes payroll, corporate income and sales taxes paid to the State.
- 2. Industrial Assistance Fund (IAF)**

The IAF provides a cash grant for each new job

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a company creates in the State. Grants range from \$3,000 to \$5,000 per job and are paid out over the number of years those jobs remain in place during the life of the incentive. The program generally runs incentives between 5 and 20 years.

3. Rural Fast Track

The Rural Fast Track program is specifically designed to encourage business expansion in Utah's rural areas. Initiated in 2008, this program provides grants of up to \$50,000 for business expansion and up to \$1,500 for each incented job created, and is administered as a post-performance program requiring a 1:1 match of funds by the benefiting company. It is available to companies that have been in business at least two years and with at least two employees.

4. Renewable Energy Development Incentive (REDI)

With Utah's expanding presence in the highly visible renewable energy industry, this incentive program provides benefits to encourage green company growth in the State. Similar to the EDTIF program, REDI provides tax credits based on incremental tax revenue for companies involved in renewable energy generation, alternative energy generation and products or maintaining of components of those processes. Qualifying companies can receive up to a 100 percent refund of new state taxes associated with the project.

THE BOTTOM LINE

The State's post-performance incentive programs are working, which is evident by the number of projects completed; from 2008 through the end of 2010, of the 52 projects the



WHEN OFFICIALS of Litehouse Foods realized the need to expand to a third location, they determined logistically that the best area for them would be the Southwest. So they began researching locales in Las Vegas and Phoenix, and briefly in Southern California. Utah wasn't even on their radar initially.

That quickly changed once they discovered the business-friendly and open-armed attitude of both the community of Hurricane and the Governor's Office of Economic Development.

"Let me just say that from the very beginning, they really wanted Litehouse to come there," company President and CEO Jim Frank says of the people in the Hurricane area, where Litehouse will open a third processing facility this spring. "That's important to us. We're in two small communities already and like being a part of them. We like finding out what we can do to help those communities."

The 45-year-old company is well known for its assortment of dressings, dips, glazes and marinades. If you've ever purchased a vegetable or fruit tray from a deli in your supermarket, the dip in the center was likely a Litehouse product.

"Once we started talking to the folks in Southern Utah and [GOED], it became clear Utah is very business friendly. Everyone was asking us 'how do we help you, what do you need?' From day one, those kinds of comments resonated with us," Frank says.

Officials at GOED helped Litehouse once the company had found property and a building, and made an offer. "We did our due diligence, and GOED helped us address a major challenge for all food processors—our waste water. They worked, along with the folks in Washington County and Hurricane, to help create a plan to deal with the water."

He also praises GOED officials for putting together a competitive incentives package for bringing the manufacturing facility to Hurricane. Initially, 65 full-time jobs will be created, eventually growing to about 150 over the next couple of years.

Frank says the new plant, joining those in Sandpoint and near Grand Rapids, Michigan, is a part of the company's aggressive five year growth plan.

"We've continued to invest in innovation and marketing, and that effort caused us to simply outgrow the two facilities we had. So we're very thrilled to be opening a third location in Hurricane. Utah's willingness to work with us made it happen."

By Tom Haraldsen



SOLAR POWER, GOBLIN VALLEY STATE PARK

State offered incentives, 19 were to companies new to the State and 33 were to companies that had multiple facilities in other locations and in Utah. In all 33 Utah ultimately prevailed over the other possible places the companies could have expanded. "We have never had the highest incentive offer" says Oliver. "In one of the deals we lost, another state offered more than double our incentive including cash upfront. We just aren't going to do that because our incentive program is designed to be supportable over the long-haul. Ultimately the other state could not perform and the project returned to Utah."

One of the successes was Disney's decision to locate a digital animation office in Northern Utah. The final selection came down to Vancouver, Singapore and Salt Lake City.

"Utah won based on quality of labor, quality of life and our regulatory and business friendly environment, says Oliver. The decision was similar for Procter & Gamble, which built a paper products manufacturing facility in Northern Utah—the first such new plant for the company in more than 30 years.

Much of Utah's success has been achieved despite the recession. While job creation in Utah has been running along a plateau during the past year, there has been a significant uptick in salary levels—companies are paying their continuing employees even more. Miller also points out that Utah's stronger economy, relative to most other states has created a unique set of new opportunities. Clark Caras,

director of marketing for GOED, notes, "We speak to people frequently who say things like, 'I thought I'd never leave California, but I can't afford it anymore, so tell me about Utah,' or others who tell us, 'I can't afford not to be in the West, and looking at the demographics, Utah seems ideal.'"

As a consequence of the structure of Utah's post-performance incentives, the State has been able to avoid the major pitfalls some other states have found themselves in, like having to try and recover funds from companies that failed to keep their commitments. Those familiar with Utah's incentive programs find the State's incentives program is music to their ears because it is a fair and sustainable state program. "Legislators and taxpayers are both happy with the economic development programs run by GOED, as are the companies who benefit from them," says Oliver. "As we continue to get the word out more and more companies find that Utah is open for business and they agree with *Forbes* magazine that ranked Utah the No. 1 State for Business and Careers." BU



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"We speak to people frequently who say things like, 'I thought I'd never leave California, but I can't afford it anymore, so tell me about Utah,' or others who tell us, 'I can't afford not to be in the West, and looking at the demographics, Utah seems ideal.'"

CLARK CARAS, DIRECTOR OF MARKETING, GOED

When eBay had to decide whether to expand a facility outside of the U.S. or expand its presence in Utah, the decision came easily to the Web-auction company. With the financial backing of a post-performance incentive, eBay constructed a new data center in the Beehive State.

According to William Lasher, senior director of indirect and multi-state taxes for eBay, the post-performance tax incentives were key to the company's decision to invest further in Utah. "A lot of factors go into site selection," he says. "Tax costs are one of them. We do a comprehensive analysis of the tax situation for each site under consideration."

3

SOWING THE SEEDS

Companies Flourish in the State's Fertile Soil

By Heather Stewart

But tax relief was not the only reason Utah became eBay's top choice. "Utah has an educated and diverse workforce," says Lasher. "The community is well suited for eBay, with great language, communication and technology skills."

Lasher also credits the Governor's Office of Economic Development (GOED) with helping smooth out the difficulties inherent in an expansion project of this size. "The officials at

GOED helped us build relationships in the business community and with other government agencies," he says. "They helped expedite decisions and cut through some red tape." Along with eBay, Utah's software and IT industry has been growing with leaps and bounds. A major new Adobe campus is currently under construction; Twitter, Microsoft and IM Flash Technologies have all joined the Utah business community or recently expanded.



EBAY, SOUTH JORDAN, UTAH

AN INCENTIVE TO GROW

Utah is well known for its diverse climate, ranging from the red sand dunes to the snowy mountain peaks. But the State has also been long recognized for its incredibly fertile business climate, which has enabled companies of every kind to thrive and grow.

The fact is that Utah has all the right factors to help companies succeed. The cost of doing business is low. The local workforce is young and educated, and a great quality of life attracts top talent from around the world. On top of that, the State's vibrant community colleges and research universities turn out a fresh crop of graduates each year.

All of these factors contribute to the success of a wide range of companies, from financial powerhouses like Goldman Sachs to defense contractors such as ATK. Information technology companies like Adobe, Oracle and Overstock.com have also found a happy home in the Beehive State.

Utah's great business climate is no accident—it's nurtured and protected by GOED. "When Governor Gary Herbert took office, he wanted us to put a special emphasis on helping companies expand that already had Utah operations," says Spencer Eccles, executive director of GOED. "We recognize that our best customer is our current customer; companies who currently have a presence in the State know and understand the competitive value of our highly productive workforce and our business friendly tax and regulatory environment."

And the best catalyst for corporate growth is tax relief. GOED uses post-performance tax incentives—like the ones that eBay received—to help companies expand their operations in Utah.

These incentives only take effect when a company actually expands and adds workers to its payroll. If the company ends up paying increased corporate, wage withholding and sale taxes, it could receive a refundable credit for up to 30 percent of those increased taxes.

"We don't incent 'natural growth' but we are aggressive in going after companies that can add new product lines or company divisions not currently in Utah," says Eccles. "Everything is post-performance, there's no up-front money." Instead, companies enter into a contract with the State in which the company

"Utah has an educated and diverse workforce. The community is well suited for eBay, with great language, communication and technology skills."

WILLIAM LASHER, SENIOR DIRECTOR, EBAY

agrees to expand its operations in the State, hire new workers at wages that are at least 125 percent of the county average (in urban areas) and commit to remain in Utah.

These post-performance incentives could come into play in a variety of situations: when a company simply wants to expand with new offerings or products, when a company consolidates operations into Utah, or when a merger or acquisition results in a greater corporate presence in Utah.

The latter situation was the case for Merit

Medical, a Utah-based company that was considering the addition of a major new product line in its Ireland facility.

"We engaged in meaningful conversations with the company leadership and helped them run the numbers," Eccles says. "Eventually they agreed that Utah would be the best place for the new operation and invested over \$11 million and hired 390 new employees. The company is now growing again and adding several hundred more employees in a newly constructed 240,000-square-foot facility."

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A GREAT VALUE

Companies worldwide are coming to Utah to look at the State as a site for doing business—whether it’s a manufacturing plant, an IT company, a renewable energy development or a new corporate headquarters.

“The economic challenges of the past few years have caused companies to think about ways to save money and increase productivity, and that includes looking at Utah,” Eccles says.

Though companies around the globe are taking a look at the State, homegrown companies are also reaping the rewards of Utah’s fertile economy.

Entrepreneurial success brought Utah native Jeff Nelson to a tough decision. His company, Nelson Laboratories, faced a crisis of growth—its staff of nearly 300 scientists and support personnel completely filled the company’s facility in Utah. But Nelson had plans for even greater growth, so he reluctantly began considering a move to a new location, even if that meant leaving Utah.

“It’s a very friendly business environment here,” Nelson says. “But as a businessman, I knew that all the cards were on the table.”

GOED stepped in with post-performance tax credit incentives that made it possible for Nelson to expand onto his current facility, nearly doubling the space to approximately 110,000 square feet.

“The incentives will allow us to continue to expand our operations here in the state,” Nelson says. “We wanted to be here and I’m glad that GOED was willing to work with us.”

Nelson is currently in the process of adding up to 350 new employees; many of them highly paid scientists and technicians.

Utah will reap the rewards of increased taxes—as well as the continued presence of a strong life sciences company contributing to the large and growing industry in Utah that has a global reach.

Nelson Laboratories provides analytical and microbiological testing services to the medical device, pharmaceutical and dietary supplement industries. With a 25-year history in Utah, the company boasts more than 4,000 clients in dozens of countries.

JONATHAN JOHNSON
PRESIDENT, OVERSTOCK.COM

Homegrown Company Expands



WHEN PATRICK BYRNE started Overstock.com in 1999, he wanted to create a business that would match supply with demand. He began by sending fax blasts to operators of auctions and flea markets, but it soon evolved into a web presence that garnered the company \$1.8 million in sales its first year.

Now, 11 years later, the company has grown from a small office with 18 employees to a company with five Utah locations and 1,600 employees. More importantly, sales in 2010 exceeded \$1 billion.

Jonathan Johnson, president of Overstock.com, attributes that success to being in Utah. “First and foremost, this state has an amazing workforce,” he says. “In the military, they use the phrase ‘Be, know and do.’ For us, the ‘do’ is the work ethic in Utah—hard working employees living up to the state motto of ‘industry.’ The ‘know’

is a workforce well educated and computer savvy. We really benefit from what I call the dandelion effect of being in the hub of so many high tech companies. And the ‘be’ is really a character issue. We have found our employees aren’t involved with office politics, they’re not backstabbers.”

Johnson calls Utah a “pro right of law” state, as well as one that is pro business. “It is easy to play within the rules here, the state officials are always very helpful to us, and as we’re loyal to our employees, they are loyal to us. *Forbes* magazine ranked us as the number one retailer to work for in America. Fairness works here.”

He praised the Governor’s Office of Economic Development with helping the company open a new development center in Provo. “GOED offered us a significant tax break we could earn over 10 years. It’s enabled us to stay here and create 100 to 150 well-above average salary jobs. I praise them for reaching out to us, a business already in Utah, to keep our development office here instead of looking somewhere else. They reacted at warp speed and pushed us through very quickly.”

By Tom Haraldsen

“We don’t incent ‘natural growth’ but we are aggressive in going after companies that can add new product lines or company divisions not currently in Utah.”

SPENCER P. ECCLES, EXECUTIVE DIRECTOR, GOED

“The presence of Nelson Laboratories in Utah helps grow the life sciences cluster here. We are a benefit to the medical device and pharmaceutical companies that might want to move here,” Nelson says.

CULTIVATING LOCAL COMPANIES

Financial incentives are just the tip of the iceberg when it comes to State support of local businesses. GOED has several programs that contribute to the success of companies in all regions of the State and in every industry.

For example, the Procurement Technical Assistance Centers (PTAC) help small businesses navigate the difficult waters of government contracts. Counselors from the centers walk companies through the process of registering and submitting proposals for federal, state, local and military contracts.

GOED’s International Trade and Diplomacy Office assists local companies as they work to expand their reach into global markets. The team connects Utah businesses with potential international partners and markets. The office also relies on diplomacy to open up new foreign markets and educate the world about valuable industries in Utah.

Utah’s rural areas often provide an ideal business solution, with easy access to transportation corridors, an ample workforce and many natural resources. On top of these assets, the State offers fast-track grants and incentives for companies to expand and grow in Utah’s rural communities.

Agriculture is a large component of Utah’s economy, and a local organization is working to bolster the state’s many food producers, manufacturers and distributors.

The Utah’s Own program was originally launched by the Utah Department of Agriculture and Food, but has expanded over the years with backing from the Utah Legislature. Utah’s Own encourages state residents to support homegrown companies by choosing local products.

The program started out promoting a small handful of Utah-brand food products, but has grown to encompass hundreds of food producers and manufacturers, as well as other agricultural products like natural-fiber fabrics and soaps.

“At GOED, our number one priority is creating jobs,” says Eccles. “Governor Herbert is constantly reminding all of us who work in economic development that our workforce, the quality of life and the right business climate is critical for us to maintain in order to continue attracting and growing outstanding companies.”



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In recent years, a steady stream of announcements has hit the press regarding major companies that are expanding operations to the State of Utah. The State's fertile business climate is enticing firms that have been struggling with the slow economic recovery facing many other areas of the country. In fact, from 2008 through the end of 2010, of the 52 projects the State offered incentives, 19 were to companies new to the State and 33 were to companies that had multiple facilities in other locations and in Utah. In all 33 deals, Utah ultimately prevailed over the other possible places the companies could have expanded.

4

MUTUAL BENEFIT

Companies Thrive in Utah's Economic Clusters

By Mark Dayton

While Utah has much to offer, behind the growth is a well-oiled machine that maximizes Utah's strengths to recruit some of the world's premier companies. The recruiting machine is managed primarily by the Governor's Office of Economic Development (GOED). The group has orchestrated a highly effective program, creating strong win-win partnerships with a growing list of marquee companies anxious to leverage the native and program/incentive benefits the state provides.

A STRATEGIC FOUNDATION

The starting point for GOED is a clear, well-founded strategy driven by the State's innovative Targeted Economic Cluster approach. The State has identified strategic business areas that represent highly attractive segments of economic development. "Utah's competitive advantages are articulated in these cluster strategies in the form of our strengths and natural abilities that will translate into recruiting advantages," explains Derek Miller, former deputy director at GOED and current chief of staff for the Governor's Office.

A good example of this targeted approach is in the digital media sector, part of the State's Software Development and IT cluster. For a number of years, Utah has been developing a growing depth of digital media talent through strong programs at the University of Utah, Brigham Young University and Utah Valley University, and an increasing number of skilled entrepreneurial startup "alums" with hands-on, in-the-trenches experience.

"In the past, we trained all of these good people, and the best and brightest were recruited out of state," says Gary Harter, GOED managing director and cluster director. "By combining this valuable talent resource with Utah's outstanding quality of life, business environment and other advantages, we are at-

tracting major companies that will provide jobs and keep our talent pool in the State."

Through each of the State's seven economic clusters, GOED is helping to leverage a talented workforce, innovative educational programs and an existing base of companies into a perfect ecosystem for expanding and relocating new businesses.

PUBLIC/PRIVATE PARTNERSHIPS

With strategies solidly in place, the machine next shifts into active recruitment gear through a partnership with the Economic Development Corporation Utah (EDCU). This private-sector organization provides the expertise, relationships and manpower to recruit companies and manage prospective opportunities through the process. "They are our boots on the ground, knocking on doors, making the pitches and nurturing the relationships," says Harter. "We have a strong partnership with them that has worked extremely well, saving us the need to staff up to try and do it internally."

The State also works with consulting organizations that focus on corporate site selection activities. These partners work through industry associations, magazines and other mediums to ensure that Utah is well represented in the coverage and rankings provided to site selection decision makers in target companies.

JOHN JANICKI
CEO, JANICKI INDUSTRIES

Charting New Territory



The firm will do finishing work on fiber-composite components for the F-35 Lightning II stealth fighter jets being developed by Utah-based ATK.

Janicki found the State of Utah "very organized, and the economic development people [GOED] were very helpful. A lot of states claim they want economic growth and make an effort to get your business, but it's one thing to just get a phone call and another to really get some help."

Once GOED was made aware of Janicki's effort to build a facility, the department set up a two-day tour of locations for company officials to scour, introduced them to education leaders at local universities, and talked about Utah's workforce and their trainability.

"We were very well received," Janicki says. "GOED connected us with real estate people and developers, and even helped us in securing bonds for financing."

He also praised the training that many of his future employees seemed to have received even before applying. A few employees have been hired already as the plant gears up for a June opening. "There are a lot of good applicants in Utah—we've been impressed."

Janicki says some of his existing customers "are glad we're going to have a presence in Utah. I think that will somehow increase our business with them going forward as well."

By Tom Haraldsen

THE THOUGHT OF HAVING an end customer located practically next door to its manufacturing plant was certainly attractive for Janicki Industries, but that's not what ultimately drove the Sedro-Wooley, Washington-based company to move to Utah. As the firm prepares to open a trimming and drilling facility adjacent to Hill Air Force Base this summer, company leaders attribute their decision to locate in Utah to the state's qualified workforce and the efforts of state and local leaders making them feel welcome.

"We could have transported our finished products from here, as we do with many of our products," said Janicki CEO John Janicki. "As we decided to expand, and to work with ATK on their contract with the Air Force, we wanted to get closer to the customer base. And Utah made it easy for us."

"Utah's competitive advantages are articulated in these cluster strategies in the form of our strengths and natural abilities that will translate into recruiting advantages."

DEREK MILLER, CHIEF OF STAFF FOR THE GOVERNOR'S OFFICE



HILL AIR FORCE BASE MAINTENANCE FACILITY RIBBON CUTTING.

THE RIGHT INGREDIENTS

Utah is as easy sell for recruiters, as the State consistently ranks extremely high on three crucial factors. “Almost without exception, companies who have located in Utah cite three important differentiating factors: workforce, business environment and quality of life,” says Christina Oliver, GOED director of corporate recruitment and incentives.

Reckitt Benckiser (makers of Lysol, Woolite, Easy-Off and many other household brands) undertook a comprehensive network study to evaluate the possibility of improving the cost of distributing their brands in the United States while still maintaining outstanding customer service by relocating to a different state. Utah was highlighted in that study, and through a comprehensive vetting process (which included geographic location, construction sites and cost, etc.) narrowed the field to Tooele, Utah and three other cities.

“We were a little leery about building in Tooele, because we were unsure of the quality and availability of the workforce,” says Dave Eichman, logistics operations director for Reckitt Benckiser. As a result, the company hired a consultant to conduct an extensive study of the local workforce through interviewing local employers, employees and other individuals in addition to analyzing demographic and other data. “The consulting study findings reported a highly competent and willing workforce in Tooele,” says Eichman.

Based on those finding and a number of additional factors, Tooele was ultimately selected for the company’s new regional distribution center. “Interestingly, everything that was found in the original study was substantiated as we opened and staffed the new facility,” says Eichman.

Recently, household names in the IT and software industry found the same quality of workforce in the highly competitive IT industry. Adobe is building a large new campus in Lehi, Utah, Twitter opened its first company-owned data facility just south of the Adobe campus in Orem, Utah, and Oracle is completing construction on a major new data center a little north in West Jordan, Utah. These facilities are all within a few miles drive of eBay, Microsoft and IM Flash Technologies locations. This concentrated area in Salt Lake and Utah counties is becoming known as “Silicon Slopes” in the industry.

PRUDENT INCENTIVES

The State has developed a number of incentive programs that can provide attractive additions

to strong basic business factors. These creative additions to the package are both highly attractive to the potential recipients and fiscally sound and low-risk to the state. “Incentives can be important in tipping the balance in favor of Utah or a particular location in the state,” says Oliver. “Our incentives are post performance based, so it is always cash-positive to the state.”

A PARTNERSHIP APPROACH

Oliver attributes much of Utah’s successful recruiting to a partnership approach in working with companies considering locating in Utah. “The way I approach recruiting is partnership—is it a good fit,” says Oliver. “The worst thing that could happen is that a company comes, it’s not a good fit and they don’t like it here. When we approach it as a partnership, and it’s a good fit for the company and for the state, we know they are going to be successful, the employees are going to be happy and they are going to be a good corporate citizen.”

Looking for that fit on both sides is a major part of the successful recruiting effort by Oliver and her team. With major companies that have moved to the state, including Adobe, Goldman Sachs, Hershey and Disney Interactive, discussions ultimately centered on these fundamental questions that formed the basis for future relationships and commitments. “With all of these major companies, we had the basic discussion around whether it makes sense to form this partnership,” says Oliver “Those are the types of questions they were asking and we were asking.”

MEASURE OF SUCCESS

Despite the impressive statistics the state has compiled over the past few years, Oliver relies on one simple factor as a prime indicator of success: repeat customers. “We helped eBay expand their workforce by 200 people in Utah a year ago, and they were so happy with the way things worked out along the three key factors (workforce, business environment, quality of life), they came back two months ago to move 200 more,” says Oliver. “Goldman Sachs was the same story. Their first Salt Lake City-based office was so successful that now Goldman Sachs’ business units around the world are looking at Utah as a place for them to expand.”

As leading organizations pile up successes in the State, it raises questions in other executives’ minds about what they might be missing. “Word of mouth spreads very quickly,” says Oliver. “I’m now talking to people who ask ‘what’s going on in Utah that I need to be a part of?’ They don’t want to miss an important strategic move.” ■

“By combining this valuable talent resource with Utah’s outstanding quality of life, business environment and other advantages, we are attracting major companies that will provide jobs and keep our talent pool in the State.”

GARY HARTER

CLUSTERS MANAGING DIRECTOR, GOED

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In his 2010 State of the State address, Governor Gary R. Herbert announced his intent to create the Utah Energy Initiative—a 10-year strategic energy plan that combines Utah’s rich abundance of diverse natural resources with the State’s innovative and entrepreneurial spirit—to ensure that Utah is at the forefront of solving the world’s energy challenges. Utah will seek to excel in job creation, innovation, entrepreneurship,

5

A GREEN ECONOMY

Utah Companies and Industries on the Forefront of the Green Revolution

By Peri Kinder

global business and quality workforce and have a stable and sustainable business-friendly environment. Under the Governor’s leadership, the State has received several awards and accolades. Most recently, *Forbes* magazine named Utah the Best State for Business and Careers. One key factor in their decision was Utah’s low cost of doing business, especially its competitive energy costs.

While rich in energy resources, Utah is

also known for its National Parks, State Parks and unrivaled natural beauty. It is critical that while the State strives for energy development that it be done in conjunction with preserving the quality of life that draws people to live and play in Utah.

To this end the State of Utah has established a number of goals for the future of energy, which will acknowledge the rich traditional and renewable energy resources that are located in



FIRST WIND, MILFORD, UTAH

Utah. Some of those goals are:

1. Meet the projected energy growth demands over the next decade by making balanced use of fossil fuels and alternatives and renewable resources in a market-driven, cost effective and environmentally responsible way.
2. Ensure Utah’s continued economic development through access to our own clean and low-cost energy resources.
3. Develop the best new cutting-edge technologies, particularly those that enable us to utilize precious natural resources with an elevated environmental consciousness, and deploy them in Utah, the nation and the world.
4. Create new and support existing energy-related manufacturing opportunities and jobs in Utah.
5. Modernize the regulatory environment to support sustainable power generation, energy transmission solutions and energy conservation.
6. Promote energy efficiency, conservation and peak consumption reductions.
7. Facilitate the expansion of responsible development of Utah’s energy resources, including traditional, alternative and renewable sources.

GREEN FOR GREEN ENERGY

“As the renewable and alternative energy industries grow, Utah intends to play in a big way,” says Spencer Eccles, GOED executive director. “I see Utah as being a leader in this field due to our natural resources and our trained employees.”

“As the renewable and alternative energy industries grow, Utah intends to play in a big way. I see Utah as being a leader in this field due to our natural resources and our trained employees.”

SPENCER P. ECCLES, EXECUTIVE DIRECTOR, GOED

PETER SULLIVAN
DEVELOPMENT DIRECTOR, FIRST WIND

Building Green Business From the Ground Up



IN 2002, A RURAL SHOP class started measuring wind in Milford, Utah under the direction of Milford High School teacher Andy Swapp. These measurements showed potential for a wind farm and an opportunity that First Wind couldn’t pass by.

Peter Sullivan, First Wind development director, says Utah was a great place to set up shop, and not just because of the strong winds in the area. “The counties were receptive to the project,” he says, adding that the local talent was vital to the project. “We used over 60 local contractors. We had this broad base of talent and help that we could access, and you know, that was an important part of why we did the project here too.”

The Milford Wind project has been under

construction since 2005, and is currently in its second phase of development, with the third phase about to begin. After completion on phase two (projected by June 2011), 165 wind turbines will produce enough clean energy to power the equivalent of more than 65,000 homes and decrease carbon dioxide emissions by more than 310,000 tons annually, according to the Environmental Protection Agency’s Emissions and Generation Resource Integrated Database.

Sullivan says Utah has potential for green business growth because the state’s companies and communities understand the vision, and are capable of the work. “All the contractors that worked with us on our project are even better poised to help other companies that try to develop wind projects here,” Sullivan says. “Utah is a great place to do business. I couldn’t say enough about the reception we’ve gotten and would probably recommend it to anyone. I really would.”

Utah is also educating a future workforce with universities and colleges adapting their curriculums to green energy focuses. The Southwest Applied Technology College has recently added six certification programs specific to wind and solar energy application.

By Candace M. Little

Renewable energy company First Wind agrees that the State is destined to play a big role in energy. First Wind developed a large-scale wind farm in Milford, Utah, which currently generates 203.5 megawatts of clean energy. The company has begun construction of the second phase of the project, which will generate an additional 102 megawatts. First Wind spent almost \$86 million with Utah contractors to develop and build the first phase of the project alone.

Peter Sullivan, director of development for First Wind, says Utah has proved an ideal location for a renewable energy project of this scale. "It is hard to think of another place in the country where local and state leaders have been so welcoming of a wind farm," he says. "A lot of things have to come together to make a project happen. We would never have gotten the project built without the support of the local community."

With vast amounts of natural resources and open space, Utah is moving to the forefront of states attracting renewable energy companies. And the State's Renewable and Alternative Energy Development Incentive (REDI) creates the framework for a win-win situation for everyone. REDI is an aggressive incentive program offered by the Governor's Office of Economic Development (GOED) targeting companies that are engaged in generating renewable or alternative energy—such as solar, geothermal, wind, hydroelectric or nuclear power, as well as oil shale or oil sand development—or manufacturing renewable and alternative energy components, like wind turbines or solar panels.

"Utah is open for business to all types of energy. We want to keep our portfolio long-term and diverse," says Samantha Mary Julian, GOED energy and natural resources cluster director.

Based on criteria including long-term capital investment, job creation and financial stability, companies can receive a post-performance, refundable tax credit for up to 100 percent of new state tax revenues for the life of the project.

Another important program is the Utah Generated Renewable Energy Electricity Network (UGREEN), which is a bonding authority that supports the development of renewable energy transmission projects.

"Renewable energy projects are constrained by the ability to transmit that energy, to connect to the grid," explains UGREEN Special Advisor Yashoda Khandkar. UGREEN helps companies finance that necessary infrastructure.

GREEN BY DESIGN

But it's not just renewable energy companies bringing their projects to Utah. Procter & Gamble, for example, recently opened a \$300 million plant in Box Elder County. P&G started instigating "green" policies and products more than 20 years ago, long before it was the thing to do, and the Box Elder County plant is consistent with P&G's vision for sustainability.

"We designed this from the very beginning to be the most sustainable operation we can make happen," says Julio Nemeth, vice president of supply in P&G's family care business. The building incorporates solar panels and other energy-saving and sustainability measures to reduce energy and water consumption and waste. P&G is dedicated to environmental awareness, not as a marketing device, but as an everyday way of doing business. P&G asserts that all its products are good for the environment; there is no separate "green" line of products, like many other companies offer.

"Large and small companies want to use renewable power and are building to energy-efficiency standards," says Julian. "By generating their own renewable power, companies are conscientious about both the price of power and the source as well."

With its Daybreak development, Rio Tinto, the parent company of Kennecott Land and Copper, is creating a 4,200-acre residential and commercial community that has become a model for sustainable development. Daybreak was designed to provide walkability, multiple transportation options, and energy efficient homes and landscapes. Many of the commercial buildings, including the Rio Tinto Regional Center, are LEED certified green buildings. Furthermore, every home at Daybreak is Energy Star certified.



DAYBREAK, SOUTH JORDAN, UTAH


The homebuilders have taken advantage of the Daybreak philosophy to take their sustainable building practices to the next level, and they often incorporate solar power and other energy- and water-efficient technologies into home designs.

"We've been able to be a leader in sustainable development because of Rio Tinto," says Don Whyte, president of Kennecott Land. "We started off with ownership that was committed to this from the start. There wasn't a person in the business who didn't understand the importance of sustainability."

Daybreak was recently honored by the the National Association of Home Builders with the 2010 Best in American Living Platinum Award for a "Suburban Smart Growth Community" and "Community of the Year."

A TECH APPROACH

By providing a skilled workforce, exceptional incentives and the entrepreneurial spirit Utah is known for, the State is hoping to grow and attract green companies of every variety. With its leadership in the technology industry, Utah working to foster companies that are developing solutions for living green. A wide variety of companies are coming on line. For example, there are technologies that help homeowners track and reduce their energy consumption in real-time and firms that are working on hybrid technologies for commercial diesel-engine vehicles to make them more energy efficient and reduce emissions.

"This is a nascent industry and one that Utah is trying to grow within the state," says Eccles. "Utah will be moving to the forefront in the next decade." 

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Ensuring the State's young workforce is well educated and ready to meet the demands of industry takes strategic planning, along with the help of State programs and the collaborative efforts of public and higher education along with the private sector.

Utah boasts the youngest population in the nation by far, with a median age of just 28.7. Utah's citizens are well educated; more than 90 percent over the age of 25 have earned a high school diploma, a figure that ranks Utah among the top five states in the nation. Nearly 29 percent of Utah's workforce has earned a bachelor's degree or higher, a number that is also above the national average.

6

HIGH MARKS

Utah's Education Prepares the Workforce of Tomorrow

By Candace M. Little

PUBLIC-PRIVATE PARTNERSHIPS

To achieve its educational goals and develop an educated, skilled workforce, Utah brings together educational institutions with businesses, trade organizations, government agencies and community organizations. For example, the State recently launched the Utah Cluster Acceleration Partnership (UCAP), which helps develop the workforce in targeted industries by enlisting the cooperation of local colleges and universities.



WEBER STATE UNIVERSITY, OGDEN

One UCAP project, for instance, brings together Weber State University with business and government leaders to accelerate the growth of the aerospace and defense industry in Utah through new and enhanced certifications and degrees.

Another important initiative is Workforce Innovation and Regional Economic Development, or the WIRED initiative, which began in 2006 with a \$5.16 million federal grant given to the State to use for a program designed to create a larger talent pool for STEM (science, technology, engineering and math) based careers. Tami Goetz, Utah state science advisor, says WIRED has brought industry, academia and government together in a synergistic manner.

Under the WIRED initiative, biotechnology in the state education system has grown immensely. High schools offer biotech lab courses, and Utah companies have students right out of high school ready to wear the lab coat and centrifuge specimens. "It's not enough to just work with our undergraduate students who are engaged in STEM—we need to go younger," says Goetz.

For students interested in furthering their biotech education, the state has garnered funding from various private and public organizations and paved the way for Utah Valley University to offer a four-year degree in bio-

technology, with its courses being taught off campus as well at the Salt Lake Community College.

Another important program is the Utah Science Technology and Research (USTAR) initiative, which provides major funding for higher education projects that create novel technologies to be commercialized through new business ventures. USTAR provides funding for university-based research teams as well as research facilities that focus on areas such as biomedical technology, brain medicine, energy, digital media, imaging technology and nanotechnology.

USTAR has recruited more than 40 top researchers to the state from diverse institutions such as Harvard University, UCLA, the University of North Carolina and Oak Ridge National Laboratory. To date, these high-powered "research rainmakers" have attracted two dollars in out-of-state funding for every dollar the state of Utah has invested.

Under the direction of USTAR's Regional Technology Outreach centers, USTAR interns—many of whom are MBA candidates at local universities—have provided market assessment and analysis, product prototyping assistance and other commercialization services to researchers and entrepreneurs throughout the state. Engineering and business students in the USTAR program have gained invaluable experience bringing new companies and products to market.



"It's amazing to suddenly see that BYU is producing the best in the industry. It's the perception not just at Pixar but also at the other studios that something pretty remarkable is happening here."

ED CATMULL, PRESIDENT, WALT DISNEY & PIXAR ANIMATION STUDIOS

TAYLOR RANDALL

DEAN, DAVID ECCLES SCHOOL OF BUSINESS, UNIVERSITY OF UTAH

Educating Business-ready Leaders



One such program is the University Venture Fund—the largest student-run venture fund in the world. With \$18.2 million in "real investor money," students screen 60 actual deals each year, performing an evaluation of the management, finances and market strength for each deal. "Then they have to make an investment and answer to those investments," explains Randall.

In addition to turning out a cadre of experienced and knowledgeable business professionals, the business school contributes to the state's overall economy in significant ways. "The university is an engine for economic development in this state," Randall says. "We have more basic research going on than anyone else in the near vicinity, and the university is commercializing that technology—we rank first in the nation in terms of startup businesses."

Students in the David Eccles School of Business assist in that commercialization effort. Through the Pierre Lassonde Entrepreneur Center, business students are paired with a science or engineering post-graduate student to evaluate technologies being developed at the university to see if they are viable for spin-off.

"We're taking a much newer approach to the breadth that business leaders need in today's society," says Randall. Along with providing real-world experiences, the school has formed multidisciplinary partnerships to "develop courses that are designed to make business students think in different frameworks," he says. The end result is a wealth of top-notch, business-ready leaders and entrepreneurs.

Since he took the helm of the David Eccles School of Business at the University of Utah, Dean Taylor Randall has focused on enhancing student learning with hands-on learning experiences, a broad-reaching interdisciplinary approach, and efforts to fan the flames of entrepreneurialism within the student body.

"You're going to come in as a freshman and get involved quickly," says Randall. "What students need is a flexible curriculum that will be tailored to what they want," he says, adding that the school focuses from the start on helping students explore various career paths.

The school's innovative and flexible curriculum "frees up a lot more time for what we call experiential learning, which could be studying abroad, internships or participating in our programs that are designed to simulate real-world experience," says Randall.



'X-ING', STUDENT ANIMATED FILM



Some of the projects USTAR interns work on stem from USTAR's Technology Commercialization Grant program. The program has supported 76 projects yielding more than 30 new prototypes and a dozen new companies in the last year.

HEAD OF THE CLASS

The Utah system of higher education includes 10 colleges and universities, four private institutions and nine other accredited institutions dynamically contributing to the economy and the state's future. Accomplishments of Utah institutes of higher education are diverse. For example, 16 Westminster College students made up one-third of the United States Olympic free-style snow ski team in the 2010 Winter Olympics, and Weber State University offers courses focusing on unique subjects like examining the societal impact of computer gaming.

Brigham Young University has been named a world leader in animation by Peter Catmull, Pixar president. When visiting the campus in 2008, Catmull said, "It's amazing to suddenly see that BYU is producing the best in the industry. It's the perception not just at Pixar but also at the other studios that something pretty remarkable is happening here." BYU's animation center has been awarded 10 College Television Awards, commonly known as "Student Emmys," from the Academy of Television and Sciences, the same organization that gives out the Oscars.

The University of Utah has one of the largest entrepreneurial centers in the country, the Pierre Lassonde Entrepreneur Center. Since January 2000, this center has been providing real-world business experience to help young entrepreneurs understand and assume the risks of business ownership and management. Another example is the BioInnovate program, which partners student business and engineering teams with health care clinicians to develop

new biomedical products. Since 2007, the program has spurred 38 disclosures (a precursor to a patent), launched three new companies and trained 160 students.

Centers and programs like this, along with USTAR initiatives, spur business growth and research development. The National Association of University Technology Mangers recently ranked the University of Utah No. 1 in the nation for spinning off research-based companies—surpassing M.I.T. for the first time in 2009.

Utah State University also contributes to Utah's economy and the world with important inventions and research. USTAR has funded a \$60 million life sciences building on USU's Logan campus that will be finished in 2011. Energy research is particularly strong at USU with the Energy Dynamics Lab (EDL) and USU Biofuels Center, which focus on finding new alternative renewable energy sources. EDL's Logan Lagoon Project is turning pond water algae into reusable energy while improving the environment. In all, the state's investment in EDL via the USTAR program has been leveraged 250 percent with federal and private funding.

A STRONG START

But before parents send their kids off to college, proper preparation must occur. Utah has more than 1,000 schools in school districts, 72 charter schools and about 175 private schools. Utah's public school system enrolls more than 570,000 students.


However, the State's public schools offer much more than bare minimum curriculum. Eight elementary schools offer a Chinese immersion program, 85 secondary schools offer Chinese language classes, in addition to some schools offering Arabic and most schools offering Spanish, French or German.

High schools offer programs to prepare students for training in technical areas for direct

The National Association of University Technology Mangers recently ranked the University of Utah No. 1 in the nation for spinning off research-based companies—surpassing MIT for the first time in 2009.

entry into the workforce. Workforce statistics report more than 60 percent of jobs in the future will require less than a bachelor's degree, but more than a high school diploma, and Utah is working hard to ensure that young people are not only prepared to continue in traditional education, but prepared to enter the workforce with vocational skills training.

Private schools, like Meridian School in Orem, Utah are also having a lasting impression on Utah's education. Established more than 20 years ago, Meridian is a private college preparatory academy for students pre-K through high school. Most Meridian students are scoring two grades above average, according to IOWA standardized testing scores, and some eighth graders are scoring at a first-year college level.

From optional extended-day Kindergarten programs to college preparatory courses to innovative private-public partnerships in the local universities, Utah is helping students achieve their best and prepare for lifelong success in a 21st Century workforce. 

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If one word could describe the Governor's Office of Economic Development's (GOED) success in elevating Utah as an international business state, it's the organization's focus on "relationships." Building long-term relationships is at the heart of everything GOED leaders do. Relationships are what have made Utah not just a developing partner for global economic powers conducting international business, but a desired one.

"On any week, our office will host ambassadors from around the world," says Brett Heimbürger, one of GOED's three regional directors in the office responsible for developing international trade for businesses in the state. "Every week of the year, some significant government or business leader will be here. They want to do business with Utah companies."

7 RELATIONSHIPS SPANNING BORDERS

Utah Thriving as an International Business State *By Tom Haraldsen*



THE NEW 222 SOUTH MAIN BUILDING, SALT LAKE CITY.
THE NEW HOME OF GOLDMAN SACHS UTAH.

"It's been my experience that once delegations come here, they realize our very pro-business environment," adds Franz Kolb, regional director. "The dollar is currently so low that Europeans and Asians realize that now is the time for them to expand in the U.S. We've put together strategic alliances with various regions around the world, and when we go on trade missions, we've found that Utah is now recognized in many parts of the world for its virtues—hardworking people who are culturally sensitive to a degree and speak many languages."

BREAKING BOUNDARIES

The State's efforts at developing this climate began in 1982, when the Utah Legislature created the State's first international business office. It was the byproduct of Utah citizens' experiences venturing abroad for business trips, vacations and other travels. Those Utahns saw the potential for doing business internationally. That office morphed through the years into the GOED as it exists today, supported by governors and legislators past and present, and continuously growing in scope and stature worldwide.

"We carry, officially, the seal of the State of Utah," Kolb says. "That is very significant internationally. It opens doors, because it makes us neutral facilitators."

Heimbürger and Kolb are joined by regional director Miguel Rovira. Each has his own area of responsibility. Heimbürger focuses on Asia; Kolb is responsible for Europe, India, the Middle East and Africa; and Rovira's region is the Americas, from the southern tip of South America to the Arctic Circle.

Though the office works both on importing and exporting, it's the latter that draws the major emphasis.

"Our office is committed to promoting international trade," says Kolb. "Our mission is primarily export, because when we export, we provide employment to local citizens." Heimbürger echoes that sentiment, saying that as exports grow, companies grow and more jobs are created. "And creating jobs is what this office is all about," he says.

WELCOMING THE WORLD

Heimbürger, Rovira and Kolb may focus on different regions, but all share a common denominator: building relationships around the world. Kolb credits the 2002 Salt Lake Olympic Winter Games with making "a big splash for us" internationally.

"We opened up our state and we said, 'The world is welcome here,'" he says. "Well, those who came soon found out they were, and very much still are, welcome here. They are not only checking us out, but they're finding this very friendly, proactive feeling about us doing business and they find it very refreshing."

"We've put together strategic alliances with various regions around the world, and when we go on trade missions, we've found that Utah is now recognized in many parts of the world for its virtues—hardworking people who are culturally sensitive to a degree and speak many languages."

FRANZ KOLB, INTERNATIONAL TRADE REGIONAL DIRECTOR FOR GOED

KEYVAN ESFARJANI
CO-EXECUTIVE OFFICER, IM FLASH TECHNOLOGIES

On the Cutting Edge of NAND Flash Memory



KEYVAN ESFARJANI BELIEVES IM Flash Technologies, located in Lehi, is the best kept secret in Utah. IM Flash started as a joint venture between Intel Corporation and Micron Technology, Inc. in 2006 with the intention of manufacturing NAND Flash memory. Esfarjani from Intel and Micron's Rodney Morgan are co-executive officers at IM Flash, overseeing the development of NAND Flash memory products, which is the fastest-growing segment of the semiconductor industry.

The Lehi-based plant turns out a mind-boggling 4.7 million microchips every week; that's equivalent to 2.4 billion gigabytes per year. Within three years, IM Flash is expected to triple that number to 7.5 billion gigabytes per year. In just a little under five years, IM Flash went from no presence in the global market to owning nearly 20 percent of the world market share in this technology.

"We continue to invest in technology and we're not going to take our foot off the gas, because that's our destiny," Esfarjani says. "IM Flash is all about leadership and technology and manufacturing capability. That's why we say it is the best kept secret in Utah."

When going through the site selection process, Esfarjani says Utah's government incentives, regulatory tax structure and manufacturing infrastructure were key components in the decision to locate in the Beehive State.

"Clearly, the people, the education infrastructure and the pipeline of talent are critical factors for where we decide to operate," Esfarjani says. "It's not just the cheapest land, the cheapest electricity but it's the ability to expand."

Esfarjani says IM Flash hires the most talented people in the world that could go head-to-head with anyone around the globe. Technology innovation and strong leadership helps the company stay on the leading edge of NAND Flash development while keeping a competitive advantage in the market place.

The business of semiconductor manufacturing is ever-changing and fast-moving, and IM Flash will continue to invest in new technology and the expansion of the Lehi facility, which is already 1.2 million square-feet—nearly half-a-mile long.

Utilizing Micron's and Intel's cutting-edge innovation and name-brand recognition, IM Flash has become a force to reckon with in the production of NAND Flash memory.

"[It's] two very successful companies coming together and starting a joint venture here in Utah," Esfarjani says. "We're going against very highly competitive players."

By Peri Kinder

“A lot of foreign companies have scoured the coasts for years to find good business opportunities. Now they’re realizing that a lot of hidden gems are the companies inland, especially in Utah.”

BRETT HEIMBURGER, INTERNATIONAL TRADE REGIONAL DIRECTOR FOR GOED

Rovira agrees on the importance of developing those bonds.

“The key to success in the Latin culture is the personal relationship,” he says. “That comes before you should present a business card.” All three directors are multi-lingual, able to speak “cultural languages—really communicating with them and not just voicing a few key words,” Kolb says. And each of these directors is aided by representatives in many of the countries in their regions—natives who know the cultures, both business and personal.

One such example of how effective those local reps can be on the import side of the equation is told by Don Christophersen, director of production for Farmington, Utah-based Quantronix. The advanced solid state laser manufacturer sent representatives to Mexico in search of a foundry for supply.

“We made that first trip on our own, and it was a huge waste of time,” he says. “Then we turned to [GOED] and they introduced us to Guadalupe Escalante, their representative in Mexico, and she was amazing. She did all the homework, found prequalified companies, and saved us an incredible amount of time and money. Four of the five companies we met with on our second trip with Guadalupe were perfect matches.”

As a result, Quantronix can now place quarterly orders with its Mexican suppliers, compared to a once-yearly order with suppliers in Asia where freight needed to be shipped overseas via containers.

So which of their three regions is more important to Utah? Each director has his own story to tell.

“Europe has been, historically, one of the biggest international investors in Utah,” Kolb says proudly. “We have tens of thousands of people working in this state because of the commitment of European companies that have come over here.”

He cites Rio Tinto, parent company of Kennecott, as an example, as well as Dutch pension fund companies that have invested hundreds of millions of dollars in mining in Southern Utah.

Heimbürger touts Asia as “one of the fastest areas of growth for Utah exports in the past five years, and an even more significant part of the future world economy. To ignore the Asian markets is to ignore a huge part of the global economy. By some estimates, Asia may comprise more than 60 percent of global GDP by 2040.”

Since 2006, merchandise exports from Utah to Asian markets have increased over 240 percent. In addition, service exports, including consulting, legal services, insurance and banking education, royalties and licensing fees have also increased dramatically.

Rovira points to the free-trade agreements the U.S. has with 17 nations, 10 of which are in Latin America.

“Utah companies are now actively doing business in more than half of Mexico’s 32 states,” he says. “All the trade numbers point very positively in our direction from the Americas. Those free trade agreements have leveled the playing field and are a catalyst into our economy.”

STRATEGIC DEVELOPMENTS

A look at the numbers shows the impact on Utah for international business. Exporting of goods and services from Utah reached \$13.5 billion in 2010, a 100 percent increase from numbers 2006. In 2010, exports to the United Kingdom accounted for over 31 percent of the state’s total. Greater China (including PRC, Hong Kong, Taiwan) comprised 15 percent, and Canada was 9 percent, and exports to India accounted for 8 percent. Categories of goods exported included electronics, chemicals, precious metals, medical equipment, industrial machinery and automotive parts. In 2010, about a quarter million jobs were supported in Utah by international trade.

“Our office has the seal of the state, and that means so much outside the U.S.,” Heimbürger says. “We lend credibility and legitimacy to Utah companies and their efforts to forge partnerships, as well as to solicit investment dollars to Utah. That’s something that only a

government agency can do.”

In fact, GOED, working with Utah’s business leaders, was the key impetus for the creation of the World Trade Center Utah (WTCUT). “World Trade Center Utah has deeply appreciated our partnership with the State, and the combined ability to work together with all Utahns in fostering a global environment has made a positive and demonstrable impact on our growing international trade in Utah,” says Lew Cramer, CEO, WTCUT. “The World Trade Center Utah has worked closely with GOED and our other strategic partners in helping the Governor promote international trade and economic development, which is fulfilling Utah’s 2002 Olympic Winter Games promise, ‘The World Is Welcome Here,’” says Craig Peterson, director of International Trade and Diplomacy.

Another feature working in Utah’s favor is its location in “middle America.” With excellent transportation channels and moderate cost of living, the State is attracting global offices and headquarters.

“It’s one thing to be on the east coast, and it’s another thing to consolidate everything here in Utah,” Kolb says. He points to Amer Sports, the Finnish company that now has a division in Ogden, Utah, located in the former American Can Company building. The sales function for Amer brands like Salomon, Atomic and Suunto are headquartered there, and Amer also owns the Wilson and Precor sporting good brands.

“Amer found an employment base that is productive and speaks many languages, has an international orientation, and came to a state that hosts two international trade shows,” Kolb says. “So it’s a win-win for them.”

“A lot of foreign companies have scoured the coasts for years to find good business opportunities,” Heimbürger adds. “Now they’re realizing that a lot of hidden gems are the companies inland, especially Utah. Ones they can invest in, and partner with, to round out their own portfolios.”

And if in international business the world is a company’s oyster, they’re quickly finding out that Utah is their pearl. ■



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In 2014, when other states are still testing the health insurance exchange waters, Utah's Health Exchange portal will be delivering the nation's most comprehensive level of consumer choice to employees of large and small businesses across the State.

Should it come as a surprise that the most entrepreneurial state in the nation is also the thought leader in healthcare reform? Or that rarely a week goes by that the Governor's Office of Economic Development (GOED) doesn't receive a call from another state wanting to know more about the nuts and bolts of the Utah Health Exchange?

8

PRESCRIPTION FOR CHANGE

By Gaylen Webb

Utah Leads the Way in Health Insurance Reform

The effort to build the innovative Utah Health Exchange began under the direction of the Financial Stability Counsel, which was formed by the Salt Lake Chamber and United Way of Salt Lake and supported by former Governor Jon Huntsman, Jr. and the State legislature. Today Utah's healthcare reform efforts continue under the visionary leadership of Governor Gary R. Herbert. "We wanted to help the segment of Utah's population that wasn't able

to keep up with rising healthcare costs, so we set up a multi-headed think tank comprising leaders from government, business, education, healthcare and insurance," says John T. Nielsen, health system reform advisor to Governor Herbert.

The development of a health exchange became the primary focus of the think tank; however, Utah's reform effort goes beyond just the creation of the Utah Health Exchange portal.



INTERMOUNTAIN HEALTHCARE IS AN INTERNATIONALLY RECOGNIZED SYSTEM OF 23 HOSPITALS.

FRED LAMPROPOULOS
CHAIRMAN AND CEO, MERIT MEDICAL SYSTEMS, INC.

Healthy Economy Creates a Healthy Business



"Health and wellness leads to a productive workforce. If we don't have a healthier population as the end result of the Utah Health Exchange and our health reform effort, then we have failed," says Norm Thurston, health reform implementation coordinator for the State of Utah. "A healthier population is more productive, makes business more profitable and creates jobs. As a highly entrepreneurial state, we have a large number of small businesses. We need them to be successful. Helping them to afford quality benefits makes them more competitive and helps them attract top workers."

A FULLY FUNCTIONAL HEALTH EXCHANGE

Nielsen says in developing the Exchange, the initial intention was to replicate the health insurance reform effort that was taking place in Massachusetts at the time, "but that quickly proved untenable politically, and unaffordable. The Massachusetts model involved too much government interface, so we chose a totally unique approach—the defined contribution model—and now there is nothing else like it in the country."

Today the Utah Health Exchange is a fully functional, market-driven portal that empowers small businesses across the State to manage their employee health benefits while providing employees an option-rich environment from which to select their healthcare coverage. A successful beta test in 2009 led to the opening of the Exchange to all small businesses in

FRED LAMPROPOULOS founded Merit Medical Systems in 1983. Today, the company has grown into Utah's largest medical device manufacturer, with annual revenues reaching more than \$250 million. The company's impact has expanded across the globe, with locations spanning Europe and Asia.

Lampropoulos says Utah's friendly business environment has been integral to the company's phenomenal growth. "Utah has a state government that understands and is responsive to business and, candidly, doesn't put a lot of regulation and red tape in the process of building a business," he says. "I think the incentives are also very, very important. We like to do business here because we're incentivized to do it. Utah works for us."

The State's quality workforce is another attribute that Lampropoulos says has been vital to the company's success. "Utah has great universities in which we can draw talent from in sciences, and that's becoming more and more important to us."

As the company expands its reach across the world, Merit Medical's presence in Utah is also growing; the company is currently constructing a 240,000-square-foot facility in South Jordan, Utah that will employ 700 new workers. "Even when we're selling products in China or Europe, our headquarters is in Utah," he says. "We do all of our important administrative, legal work here."

Lampropoulos says he hopes Merit Medical serves as an example of success to other companies looking to move or expand into Utah. "The fact that we can be so successful in our business is something that motivates others to consider moving to Utah. We actually had a situation recently where we had a vendor that moved here and set up a business so they could support us. They felt that there are opportunities in Utah and there are."

"Utah now has a world-class insurance exchange to go along with its world-class medical delivery systems. It's the best of both worlds."

NORM THURSTON, HEALTH REFORM IMPLEMENTATION COORDINATOR FOR THE STATE OF UTAH

the fall of 2010. As of March, 69 businesses are enrolled in the Exchange and more are enrolling each month.

Nielsen says the defined contribution model is similar to the operation of a 401(k), in that the employers define how much money they will contribute toward each employee's health insurance coverage. Individual employees are then responsible for how they "invest" in their healthcare coverage by selecting the insurance carrier and health plan best suited to their needs.

"The Exchange not only empowers employees as consumers of their health insurance, but it frees up employers so they can focus on running their businesses rather than administering health benefits," he says.

Patty Conner, director of the office of consumer health services in GOED, says insurance brokers play an important role in the exchange by assisting employers with their applications and helping them ensure they qualify for participation in the program.

"We haven't cut anyone out of the process from the broker community or insurance industry," she adds.

In order to be eligible, 75 percent of the employees in an organization must participate. Each employee at the enrolling company completes a health evaluation, which is also standard protocol in the traditional market. The evaluations are then submitted to primary and secondary insurance companies for underwriting. Risk factors determined from the health of employees are used to establish the insurance rate for the group. Because the risk factor information is shared between the four participating insurance carriers, the duplication of effort among insurance carriers is reduced, which helps to lower administrative costs and thus helps reduce the cost for the employees.

"You still have the same protections you would have with a typical group insurance plan—no employees can be denied coverage for pre-existing conditions, and pricing is done at the group level, so the overall health of the organization factors heavily on the price of the health insurance for the group—but each individual employee has the freedom to select insurance from four companies and 140 different plans," says Conner.

"Best of all, it's portable," she adds, "which encourages entrepreneurship."

Several elements make the Utah Health Exchange unique. First is the collaboration between the broker community, the insurance companies and the healthcare providers. Another element is the transparency the Exchange provides. For example, each insurance carrier's

Best-in-Class Care

UTAH IS FORTUNATE to be home to some of the best medical providers in the country, which include Intermountain Healthcare, MountainStar, the University of Utah Health Care system, Primary Children's Hospital, the Huntsman Cancer Institute and Hospital, and others. In fact, University of Utah Health Care was recently ranked best in the nation for quality and safety by the University Healthsystem Consortium—better than the Mayo Clinic, Stanford, Johns Hopkins, UCLA Health System, Cedars-Sinai and many others.


benefits, provider networks, facilities and prices are reported in the same manner, which makes it easier for consumers to make side-by-side comparisons of options and select between them.

SCALABLE AND SEAMLESS

Conner says it was a priority to use existing technology in developing the Utah Health Exchange, rather than create a huge bureaucracy to develop and administer it. Thus, the Exchange uses two technology vendors, Utah-based HealthEquity and Chicago-based bSwift. "When Utah first started the Exchange, no one else was doing it. We have learned to be flexible and adapt to changes as they come along. The Exchange is agile," she says, "but as we ramp up and add more employer groups, we need to be certain the technology is scalable and seamless. We are moving from 11 to hundreds to thousands of participating companies. We want the same ease of use for the thousands of companies that will soon be involved—we want our technology to be the least important thing a user has to worry about when shopping for health insurance."

In addition to making the Exchange more scalable, future enhancements include making the Exchange a catch all for consumer information, to help consumers make the most informed decisions about their healthcare. Conner says the portal will include wellness and treatment information to educate consumers regarding how to best utilize their plans and best serve their families.

COST AND QUALITY

"We are also concerned about making additional inroads into the costs of healthcare," adds Thurston. "We are concerned about what we can do to reduce overutilization, inefficiencies and misaligned incentives. We already have one of the best healthcare systems in the country, but we still want to work out the issues that drive up healthcare costs. Ultimately, the Exchange is the beginning of a process that will help stem the rising cost of healthcare." 

"The Exchange not only empowers employees as consumers of their health insurance, but it frees up employers so they can focus on running their businesses rather than administering health benefits."

JOHN T. NIELSEN
HEALTH SYSTEM REFORM ADVISOR
TO GOVERNOR HERBERT



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The beautiful and surreal landscapes of Southern Utah are familiar to generations of Americans, due in large part to director John Ford and actor John Wayne, who made the state legendary with films like “Stagecoach” and “Rio Grande.” That tradition is alive and well in Utah, particularly with the 2010 release of “127 Hours,” which showcases the state’s red rock geography and earned an Oscar nomination for lead actor James Franco and a Best Picture Nomination for the film.

9 STARRING ROLE

Utah Takes Center Stage in Film Production *By Hilary Ingoldsby Whitesides*

What started out as the perfect backdrop for Westerns has grown into a robust and competitive film industry. Hundreds of movies, television episodes and commercials have now called Utah their home, from Academy Award-winning “Thelma and Louise,” to the beloved “High School Musical” series, and the nine-season television series “Touched by an Angel.”

Though Utah has experienced a booming film industry in recent years, the State faces

heavy competition from other states seeking to lure production teams. Despite the competition, production teams keep finding themselves back in the Utah, wrapping up another movie. So what makes the State of Utah stand above the rest? A combination of robust incentives, unique locales and film-ready infrastructure, including professionally trained crews, makes Utah a shining star in the industry.

SHOW ME THE MONEY

With growing economic concerns for filmmakers and many productions heading to Canada to take advantage of the labor tax credit, many states began to adopt incentives starting with Louisiana in 2002. Currently, Utah offers a 20 percent post-performance cash rebate or tax credit on films with in-state budgets of more than \$1 million. Both rebates require a minimum of \$1 million spent in Utah. For example a project with a \$2.5 million in-state spend would maximize the benefit from the cash rebate, while projects with more than \$2.5 million spent in the state will benefit from the tax credit rebate, because there is no per project cap.

“The Governors Office of Economic Development, working in collaboration with the Motion Picture Association of Utah and the film office, has created a program that is good for the State and good for the filmmaker,” says

Marshall Moore, director of the Utah Film Commission. Indeed, since the incentive program launched, the State’s film industry has maintained a competitive edge.

“The World’s Fastest Indian,” starring Anthony Hopkins, was the first movie to receive an incentive in 2005. Since then, an estimated 60 projects have used the incentive program in Utah. In fiscal year 2010, 19 movies filmed in Utah took part in the incentive program, for a total of dollars left in the State of \$59 million.

Incentives are available to in-state and out-of-state filmmakers. The application requires a script, project details, and budget and filmmaker profile. Applications are reviewed monthly and the incentives are approved by the Utah Governor’s Office of Economic Development Board. All incentives are paid post-performance, meaning the production has shown to meet all criteria and the rebate request has been audited and approved by a certified public accountant.

But it’s not just silver screen projects that qualify—television movies and episodes, documentaries, full length animation, IMAX, and other multi-media projects may also qualify to take advantage of Utah’s stellar film incentives.

THE RIGHT STUFF

Of course it’s not just the incentive program—although it’s incredibly appealing—that brings filmmakers to Utah. According to Moore, Utah’s film-ready infrastructure is unmatched. Many productions throughout the years including the television series “Touched by an Angel” and “Everwood” were instrumental in creat-

JOHN KELLY
PRODUCER

Setting the Stage in Utah



PICTURED (L TO R): DIRECTOR DANNY BOYLE, GOVERNOR GARY R. HERBERT, PRODUCER JOHN KELLY AND UTAH FILM COMMISSION DIRECTOR MARSHALL MOORE.

WHEN PRODUCER John Kelly met with Marshall Moore, director of the Utah Film Commission, in 2004 to discuss filming “The World’s Fastest Indian” in the State, he was amazed with all that Utah has to offer. “We were impressed right away with Utah. I’ve worked in other states that you never see anyone from their film commission. In Utah we worked directly with Marshall,” Kelly says. “Marshall has always been involved and supportive. The entire [Utah] Film Commission is very supportive and helpful.”

Since producing “The World’s Fastest Indian,” Kelly has worked on many other major productions set in Utah, including “127 Hours” and “Darling Companion.” His experiences working in the Beehive State have been so positive that he always keeps Utah in mind when reading a script or discussing possible sites with a director. “It’s easy to get people excited about working in Utah,” he says.

Though many directors are initially attracted to the State because of the post-production film incentives, Kelly says there are many other savings gained when working in Utah. “The State has people who we can hire instead of having to fly people in. This saves us money because we don’t have to pay people to travel and we don’t have to pay them on idle days. We’ve been able to support three to four movies when you’d normally only be able to support one.”

Kelly adds that Utah’s diverse landscape makes it easy to find a location that is perfect for nearly any setting. “I read a script the other day that was written for New England and knew that it would work perfectly in Salt Lake. The city is beautiful, and then you have the snow on the mountains—it’s really great.” Utah’s proximity to Los Angeles is another perk, Kelly says. “I spend less time flying from Salt Lake to L.A. than my normal commute in L.A.—Salt Lake is that close.”

When he’s not working on a film, Kelly says he loves spending time in Utah and even has plans to buy his next home in the State. “I love Salt Lake City. The people are wonderful and there’s so much to do. It’s really a beautiful place.”

“What’s great about the Utah incentive is that we combine it with an established workforce. With available film crews, production companies, two equipment rental houses and a plethora of available talent.”

MARSHALL MOORE, DIRECTOR OF THE UTAH FILM COMMISSION



UTAH, HOME OF OVER 900 FEATURE FILMS.



DIRECTOR DANNY BOYLE AND JAMES FRANCO ON THE SET OF THE ACADEMY AWARD NOMINATED "127 HOURS."

ing a robust infrastructure of crew and talent within the State." To sustain that infrastructure, successful film programs at Brigham Young University, the University of Utah, Utah Valley University and other educational offerings will continue to be instrumental in sustaining a the talented crew base.

"What's great about the Utah incentive is that we combine it with an established workforce," Moore says. With available film crews, production companies, two equipment rental houses and a "plethora of available talent," Moore says Utah is a financially smart choice for filmmakers looking to keep their costs down. Producers, directors, production managers, photographers, videographers, actors and more can all be found locally.

Another advantage is Salt Lake's proximity to Los Angeles. "A lot of productions come to Salt Lake City because they can base out of here and shoot in Salt Lake or at locations within an hour of the city. And the proximity of Salt Lake to Los Angeles makes it appealing as well, because it's only a quick 90-minute flight from L.A.," Moore says.

Digital media has redefined how movies are filmed and edited. From audio placement to color correction post production facilities that can stay up-to-date with technology are integral to modern day filmmaking. Post production companies, such as Savage Pictures, Kaleidoscope, Universal Post and Color Mill, are important to the digital media infrastructure that exists in the State.

And, of course, the remarkable and versatile

outdoor settings are often the main attraction for filmmakers. Where else in the world can you find the arches and red rock of Southern Utah, the Bonneville salt flats (Utah's most requested filming destination and a filming location for portions of "Pirates of the Caribbean: At World's End"), picture-perfect deserts and world-class ski resorts all in the same state? And don't forget the Utah schools, quaint towns or airport terminals that can also be seen in numerous films and television spots. This location diversity is unparalleled and has drawn filmmakers to Utah for decades.

COMING ATTRACTIONS

Filmed in Utah during 2010, Disney's "John Carter of Mars" is a highly anticipated major motion picture based on a series of novels.




SALT LAKE CITY FILM CREW "MAKING WINTER" ON THE SET OF "DARLING COMPANION"

A Win-Win

Utah's post-performance film incentives make sense for Utah and productions. The State's Motion Picture Incentive Fund offers the following benefits:

- Includes a 25% fully refundable tax credit rebate or a cash rebate for qualified productions that spend \$1 million or more in the State.
- Includes a 15% cash rebate for qualified productions that spend under \$1 million in the State.
- Excludes sunset provisions to maintain ongoing funding for the program.
- Adds a definition for digital media to qualify for the film incentive.
- Offers a sales and use tax exemption and a transient room tax exemption.

Slated for a 2012 release, filming took place in Southern Utah over a 120-day period. Utah provides the perfect background for the movie, which calls for "other worldly" landscapes, Moore says. The film reflects the State's ability to attract major movie studios such as Paramount, Warner Brothers, Fox, Sony, Disney etc. with its tax credit incentives. Not to mention the independent feature films like "Darling Companion" directed by Lawrence Kasdan and starring Diane Keaton and Kevin Kline, which will also make its debut in 2012.

Whether it is Utah's incentive programs, the myriad of unique locations or talented crew base, the Beehive State is a premier setting for film production. Any way you look at it, Utah has the benefits, structure and backdrop for a successful film industry. 



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The buzz is all about the Beehive State. Numerous publications, as varied as *Travel+Leisure*, *Forbes* and *U.S. News & World Report*, rank Utah at the top of the list of places to travel and live. The news is broadcast on the airwaves as well: MSNBC ranked Utah the “happiest state” in the union and ABC News reported that Salt Lake City International Airport had the fewest delays.

LIFE ELEVATED

Thanks to the 2002 Winter Olympics, most people think of snow when they consider Utah as a travel destination. Several of the state’s 14 ski resorts are consistently rated as the best for snow and service, which helps reinforce that image, as does the Utah Office of Tourism’s aggressive advertising campaign.

10

EXPECT THE UNEXPECTED

Tourists Find a Treasure Trove of Experiences in Utah

By Marie Mischel

“Clearly our ‘Greatest Snow on Earth®’ attracts visitors to Utah in the winter,” says Leigh von der Esch, managing director of the Utah Office of Tourism. “Our growing ski infrastructure is getting more and more worldwide press, from the changes in lifts and equipment this year at the Canyons to the opening of the Montage and the opening of our 14th resort, Eagle Point. We are delighted to see skiing bookings up this year.”

While winter sports capture quite a bit of the limelight, there’s more in Utah than just snow. The Office of Tourism captured the breadth of the state’s tourism offerings with the slogan “Utah: Life Elevated®.”

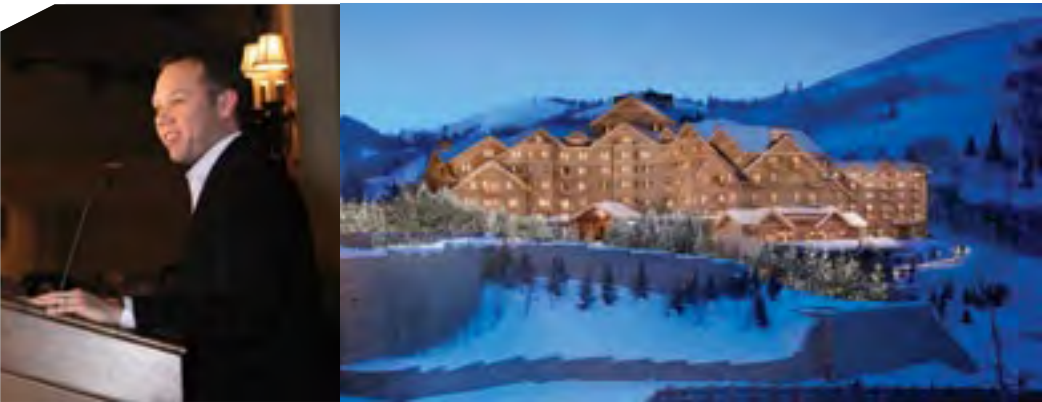
“The beauty of ‘Utah: Life Elevated®’ is that it is a brand slogan that can be applied to so many experiences, from hiking in the narrows in Zion National Park, to a symphony at Deer Valley outside in the summer, to powder



HIKERS ENJOYING ONE OF SOUTHERN UTAH’S TRAILS.

MARCUS JACKSON
GENERAL MANAGER, MONTAGE DEER VALLEY

A World-class Destination



skiing at Alta in March, to farmers market and culinary delights in Salt Lake City in June,” says von der Esch.

In fact, arts and culture are “basically intertwined in every aspect of Salt Lake and the State of Utah,” says Shawn Stinson, director of communications for Visit Salt Lake. Salt Lake City, as Stinson points out, is one of the handful of cities that can claim professional organizations that represent all of the arts, from opera to ballet to theater to orchestra. That puts Salt Lake City in the company of such metropolises as Boston, Chicago and Los Angeles. “A lot of cities in our competitive set might have one or two of these, whereas we are very fortunate to have the gamut of every imaginable cultural arts component in our community,” he says.

Utah’s arts and culture have a symbiotic relationship with its outdoor attractions, Stinson believes. For example, Thierry Fischer, the new music director for the Utah Symphony, went skiing with his family at local resorts over the holidays. Fischer is a native of Switzerland who continues to serve as the principal conductor of the BBC National Orchestra of Wales and as chief conductor of the Nagoya Philharmonic.

“The fact that a world-class conductor who’s pretty good on skis finds that he can still take full advantage of the recreation and yet head up one of the nation’s top arts organiza-

NESTLED against Empire Peak, the Montage Deer Valley resort brings a whole new level of luxury, elegance and style to an already opulent part of Utah. Montage Properties owns two high-class resorts in Laguna Beach and Beverly Hills; the Montage Resort in Deer Valley is the company’s first hotel outside of California.

Three key factors helped Montage Deer Valley’s General Manager Marcus Jackson determine the viability of a luxury resort near Park City: the beautiful physical location, an already successful high-end hotel in the area, and the Salt Lake International Airport, which boasts nearly 800 flights a day.

“We like to go into a proven market and we feel like we offer the best property in that market,” Jackson says. “We’ve been really impressed with not only the PR the hotel has garnered but the reception of the community.”

The resort opened in December 2010 and people are already re-booking for next year’s ski season. The comfortable luxury and easy elegance at the Montage Deer Valley denotes a level of relaxation that can be found in each of its 154 guest rooms or 66 substantial suites. A state-of-

the-art spa offers guests 29 treatment rooms where they can receive sumptuous pampering while enjoying breathtaking views of the pristine mountain and valley.

“[Guests] walk in the door and they can tell immediately that it’s a very refined and luxurious hotel,” Jackson says. “But they don’t feel like they need to be in a suit and tie.”

The design and décor at the hotel exudes comfort at every level and Montage Properties is well-known for its attention to detail. Jackson considers customer service to be the most important component in an ultra-luxurious resort and the staff at the Montage is trained on a daily basis to ensure the best service to guests.

Jackson credits the assistance rendered by the Governor’s Office of Economic Development with helping the resort locate in Deer Valley. Although he didn’t deal directly with all of the state officials, Jackson says, “[Each] of the government agencies. . . were very supportive. They welcomed us with open arms and guided us through the process.”

By Peri Kinder

“The beauty of ‘Utah: Life Elevated®’ is that it is a brand slogan that can be applied to so many experiences, from hiking in The Narrows in Zion National Park, to a symphony at Deer Valley outside in the summer, to powder skiing at Alta in March, to farmers market and culinary delights in Salt Lake City in June.”

LEIGH VON DER ESCH, MANAGING DIRECTOR OF THE UTAH OFFICE OF TOURISM



ADAMS THEATRE, CEDAR CITY

PlayingUtah.com is a comprehensive list of arts and cultural activities in the State. “Visitors can use it as a tool to find out anything they may be interested in during their planned vacation,” Stinson says. The website was launched in 2008, and “We’re quite confident that we were the first to create a Statewide program like this. It’s designed for both locals and visitors. The arts community has embraced it as the go-to source to market their performances, their efforts, their shows—everything they’re doing.”

The visitors bureau offers the Visit Salt Lake Connect Pass, which offers 13 attractions at a bargain price. This is aimed primarily at tourists, but many locals use it as well, Stinson says, and he doesn’t mind at all.

“No one is a better spokesperson for our destination than our own residents,” he says. “We can produce websites and brochures, but we really do rely quite heavily on word of mouth, especially [from] those who call Salt Lake and the State of Utah home. There’s no better spokesperson than those who live and breathe it every day.”

While the State has plenty to boast of, Stinson is looking forward to adding to his list the new Museum of Natural History, expected to open this fall. “It’s going to be one of the primary talking points in national and international media when it opens,” he says. “I really think it’s going to be the destination museum of its kind for years to come.”

“We’re not New York’s Broadway, and we’ve never claimed to be. But I personally don’t think New York has the mix we do. You really cannot get the natural setting with the quality of performances we receive.”

SHAWN STINSON
DIRECTOR OF COMMUNICATIONS
FOR VISIT SALT LAKE

“Our national parks are the crown jewels of the National Parks system and attract visitors from all over the world and have done so for years,” von der Esch says. “Movies have also promoted the State, and we have utilized the worldwide release of 127 Hours to showcase the State with custom itineraries for 127 Hours in Utah. Lonely Planet staff recently named Southern Utah the number one destination in the United States they would like to visit in 2011.”

The red-rock country and Wasatch Mountains are stunning, Stinson agrees, “but by no means are arts and culture the second fiddle.” The State is filled to the brim with cultural and educational venues for adventurous families, for example: Discovery Gateway, Living Planet Aquarium, Red Butte Garden, Utah Museum of Fine Arts and Natural History, This is the Place Monument, Thanksgiving Point Dinosaur Museum and Tracy Aviary.

“The Mormon Tabernacle Choir is one of the best-known cultural entities in the world, and the Shakespeare Festival is second to none,” Stinson adds. “Abravanel Hall, I think, speaks for itself. The Capitol Theatre—exceptional. They just go on and on and on. We’re not New York’s Broadway, and we’ve never claimed to be. But I personally don’t think New York has the mix we do. You really cannot get the natural setting with the quality of performances we receive.”

In addition, “there’s arts and culture for all ages and interests,” he says. The website Now-

tions” illustrates how Utah’s cultural landscape interacts with its natural landscape, says Stinson. “That goes to a lot of the chefs in Salt Lake and Park City and throughout the State—they realize that they don’t necessarily have to be in New York or Paris to reach the pinnacle of their success, yet having to give up their other loves.”

LIFE LESS ORDINARY

When developing the “Life Elevated®” slogan, State officials considered descriptive phrases, such as “Colorful Colorado,” and prescriptive phrases, such as “Find Yourself in California,” before settling on the aspirational “Life Elevated®,” von der Esch says.

“I hear from visitors all the time that our brand is spot on: you do find your life elevated when you visit and vacation in Utah. Actually, in a Reader’s Digest poll last year, our State brand slogan and license plates were picked as readers’ number one favorite. [Also,] visitors love our new welcome signs at the 30-plus points of entry around the State when arriving by car or air. They are eye-catching, showing points of interest in the part of the State at which the visitor is entering and express the ‘Life Elevated’ brand.”

Tourists are responding to the marketing campaign. From 2004 to 2008, State tourism revenue increased from \$5.65 million to \$6.9 million, while State and local tax revenue from traveler spending rose from \$547 million to \$695 million.

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On any given day, thousands of tractor-trailers travel Utah's interstates, moving freight from California to Chicago and beyond, or from Canada to Mexico. In fact, Utah highways have the highest percentage of truck traffic in the nation, according to Daniel Kuhn, railroad and freight planner for the Utah Department of Transportation.

"Utah is the crossroads for freight traffic traveling to and from the East and West Coasts on Interstate 15, Interstate 70, Interstate 80 and Interstate 84," he says. "The State's primary freight highways are a vital component of North America's food and agricultural products distribution network. Much of the product shipped from growing areas in the West pass through Utah enroute to population centers in the Eastern U.S. and Canada."

11 AT THE CROSSROADS

Utah an Important Transportation Hub

By Gaylen Webb

But Utah is known for more than its great interstate system. Indeed, the State's destiny as the "Crossroads of the West" was actually sealed on May 10, 1869, when the Union Pacific and Central Pacific Railroads were joined at Promontory Summit in Utah. In the 141 years since the driving of the Golden Spike at Promontory, Utah's rail systems, highways, pipelines and international airport have made the State a global gateway for the distribution of goods and

services, as well as an essential hub in the distribution system to the Western United States.

Utah's geographic location in the West, relative to the nation's highway and rail corridors, creates a tremendous economic advantage for businesses located in Utah, in terms of manufacturing, warehousing and distribution. Indeed, says Kuhn, "The resulting concentration of freight carriers and warehousing makes Utah very attractive to manufacturing and distribution businesses."

MOVING PRODUCT

Jeff Edwards, president and CEO of the Economic Development Corporation of Utah, says the ability to get product to market quicker and at a lower cost is a huge factor in business location and expansion decisions. Utah offers many logistical advantages including its data infrastructure. Utah's broadband infrastructure is unrivaled anywhere in the U.S. "The combination of our location, solid infrastructure, young workforce and business-friendly environment make the State an unparalleled place to do business," he adds.

In 2008, Sephora U.S.A. opened a new, 312,000-square-foot Western distribution center in Salt Lake City. During the site selection process, Sephora looked seriously at sites in New Mexico, Arizona, Colorado, Nevada and California, but selected Utah because the State

had it all together: collaborative government and business leadership, a great transportation system, high-speed data connections, close proximity to the Salt Lake International Airport, the availability of a quality labor force, lower costs of doing business, a vibrant city center, quality of life and a beautiful, scenic environment.

Other major companies to recognize Utah's logistical prominence include Specialized Bicycle, Wal-Mart, Procter & Gamble, Reckit Benckiser and Amer Sports.

TRUCKING

Today, trucking is the primary source of freight movement through Utah, followed by pipelines, heavy rail and air freight. Seven major long-distance highway freight routes converge along various points on Interstate 15 in Utah, affecting freight flow across North America. Other primary freight corridors in Utah include U.S. Highways 89, 40 and 6.

For logistical reasons, many large refrigerated truck companies maintain terminals along Utah's Wasatch Front. One such operation is C.R. England, North America's largest refrigerated truck operator and one of the foremost trucking companies in the world. C.R. England trucks average approximately 10,000 trips per week while serving points in Mexico and all of the lower 48 states.

PIPELINES

Surprisingly, pipelines are Utah's second-largest mode of shipping (by weight). Utah is home to 19 different pipeline operators and an extensive network of more than 4,500 miles of pipe, delivering products such as crude oil, refined petroleum products, propane, carbon dioxide and

JOHN NJORD

EXECUTIVE DIRECTOR, UTAH DEPARTMENT OF TRANSPORTATION

Ahead of the Curve



Regular maintenance is a constant battle. An asphalt road lasts between five and seven years but if it's neglected for too long, the surface is lost and will need to be rebuilt. Staying on top of these improvements saves construction time and money.

Serious road congestion affects the quality of life, but Utah is relatively uncongested, Njord says. He wants to stay ahead of that curve because once an area becomes gridlocked, it's nearly impossible to make improvements.

"There's a direct relationship between economic development and economic prosperity, and the ability to move," Njord says.

Safety along Utah's roads has improved dramatically over the last two decades. Although nearly 300 people lose their lives in traffic accidents in Utah annually, 2010 recorded the lowest number of traffic fatalities in 25 years. UDOT's goal is to achieve zero fatalities by incorporating education programs in schools, installing cable barriers on freeways and creating rumble strips in the center of select roadways to reduce the number of head-on collisions.

Increasing capacity for travelers includes the Mountain View Corridor development on the west side of the valley and the introduction of the Express Lanes which reduce congestion, save time and create a more predictable commute.

"You can bury your head in the sand and not build. You can hope people drive less," Njord says. "But you can only bury your head in the sand for a little while before it comes back to bite you."

By Peri Kinder

IT'S ESTIMATED that by 2015, travel along Utah's roads will increase by almost 100 percent; and by 2050 Utah's population will reach 5 million, making it one of the fastest-growing states in the nation.

For anyone who's experienced gridlock during rush hour traffic, these numbers may seem astronomical, but the Utah Department of Transportation's Executive Director John Njord has it under control. With nearly 300 road projects under construction across the State (totaling a little under \$4 billion), UDOT is determined to take care of the existing roadways, improve safety and use creative ideas to increase capacity.

"We need to take care of what we have," Njord says. "With 6,000 centerline miles of highway, the replacement costs would be many billions of dollars. Our job is to ensure that it lasts as long as it possibly can."

"Utah is the crossroads for freight traffic traveling to and from the East and West Coasts on Interstate 15, Interstate 70, Interstate 80 and Interstate 84. The State's primary freight highways are a vital component of North America's food and agricultural products distribution network."

DANIEL KUHN, RAILROAD AND FREIGHT PLANNER, UTAH DEPARTMENT OF TRANSPORTATION



INTERSTATE 15, WASHINGTON COUNTY

phosphate rock slurry to end points that would otherwise require transportation via approximately 2,164 trucks, according to the Utah Department of Transportation's Planning Division.

RAIL

Utah is strategically located at the center of Western America's railroad network. In fact, six major routes of the Union Pacific Railroad converge at Wasatch Front rail yards and refueling terminals. BNSF Railway provides limited service to Utah via trackage rights over Union Pacific rail lines between Colorado and Northern California.

Union Pacific Railroad's 240-acre, \$90 million state-of-the-art intermodal facility on the west side of Salt Lake City is one of the largest on the Union Pacific system and an important rail nerve center. The facility processes 10 or more trains a day as they arrive from or depart to locations such as Long Beach, Denver and Chicago, as well as other Union Pacific trains that stop to pick up additional freight enroute to other destinations. Containerized goods are transferred from railcars to trucks or trucks to railcars around the clock.

Because the facility is the closest inland port to the major West Coast sea ports, shipping containers loaded with goods are constantly being transferred between ship and rail line, and then transferred to trucks at the intermodal facility for final delivery to their various U.S. destinations, thus making the intermodal facility an important nerve center for distribution in the Western United States.



John Hall, Union Pacific's manager of intermodal operations in Salt Lake City, says long-haul and day-haul trucks enter and exit the facility through a computerized automatic gate system (AGS) that utilizes biometric security to identify drivers. Physical inspections of containers have been replaced by automated cameras, which take pictures of all sides of each container for identification and damage control purposes.

"By using the AGS we have reduced the check-in and checkout time per truck from six or seven minutes to 45 seconds," he says. "It's

really an efficient system."

Union Pacific intermodal trains pulling 100 cars or more leave the Salt Lake City facility for Denver five days a week; for Chicago and Long Beach six days a week; and in an expedited run to Chicago five days a week. Non-intermodal carload freight is also a major part of rail service through Utah, as lumber, chemicals, machinery and food products are transported through Utah for destinations across the nation.

The intermodal hub marries rail with the interstate highways in a way that makes both more efficient. Furthermore, the hub is a magnet for attracting companies that want to be close to a rail distribution center. "Because it is also located near Salt Lake City's Foreign Trade Zone, we expect the facility will continue to grow in its importance as a distribution nerve center," Edwards says.

Rail access is often a critical component in the location or expansion of businesses in Utah. Approximately 17 business or industrial parks in the state offer rail access, from Tremonton in the north to Cedar City in the south.

AIR FREIGHT

The Salt Lake City International Airport is an important regional air cargo hub. Salt Lake International carries the distinction of being the most on-time airport in the nation. While aviation handles only a small fraction of all Utah freight, the airport puts shippers within hours of any point in the nation, Canada and Mexico and has direct flights to Europe and Asia.

Airport officials say 22 cargo carriers, including Airborne Express, Ameriflight, DHL, Emery, FedEx, and United Parcel Service, handle approximately 550 million pounds of air cargo and mail annually. Air cargo volumes at the airport have grown at an annual average rate of 9 percent over the past 10 years and the growth in cargo activity has necessitated the development of a new cargo area.

Additionally, more than 20 million people depart from or connect to more than 900 daily flights, making Utah a vital business connection to the world. What's more, Salt Lake City International Airport is one the closest airports to its city center anywhere in the United States. Situated just 10 minutes west of the central business district, the airport provides quick, convenient access for shippers.

To be sure, Utah's transportation infrastructure has helped it extend far beyond the "Crossroads of the West." The State is truly an international gateway to global markets and will continue to be so as manufacturing and distribution operations grow along its numerous transportation corridors.

"The combination of our location, solid infrastructure, young workforce and business-friendly environment make the State an unparalleled place to do business."

JEFF EDWARDS
PRESIDENT AND CEO, ECONOMIC
DEVELOPMENT CORPORATION OF UTAH

**BROADBAND, HIGH-SPEED
INFRASTRUCTURE**

Utah is home to a top-notch fiber communications infrastructure with more than 50 broadband providers offering state-of-the-art Internet and network connection services, both wired and wireless, at competitive prices.

Utah was ranked No. 1 in for home broadband adoption out of all U.S. states by a study released in 2010 from the U.S. Department of Commerce. Not only are we known for our widely deployed urban and rural networks, but networks are also known for being extraordinarily fast. According to the National Broadband Map, released in 2011 by the Federal Communications Commission and the National Telecommunications and Information Administration, Utah ranks No. 2 in the United States (only behind New York) for the percentage of population served by broadband service with download speeds at or above 1 gigabit per second. Just to put that in perspective, with a 1Gbps broadband connection, users can download a 30-minute video in about 2.5 seconds, while it would take about 28 minutes to download using a lower-tier 768 kilobit per second connection. Now that's ahead of the curve. **BU**

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WASATCH FRONT

Epicenter of Utah's Economy

By Pamela Ostermiller

FAST FACTS

COUNTIES:

Salt Lake
Davis
Tooele
Weber
Morgan

MAJOR CITIES:

Salt Lake City (183,171)
Sandy (97,177)
West Jordan (104,915)
West Valley (125,093)
Layton (66,746)
Bountiful (44,477)
Ogden (83,296)
Roy (36,259)
Tooele (30,708)

PER CAPITA INCOME

\$38,026 (Salt Lake)
\$33,283 (Davis)
\$32,244 (Weber)
\$25,731 (Tooele)
\$30,848 (Morgan)

MAJOR EMPLOYERS:

Intermountain Healthcare
State of Utah
Delta Airlines
Hill Air Force Base
Lagoon Corporation Inc
Lifetime Products Inc
Lofthouse Bakery Products
Department of Defense
Wal-Mart
US Magnesium
Department of Treasury-IRS
McKay-Dee Hospital Center
Autoliv
Convergys
Browning
Holcim US Inc

Utah has long been known as the Crossroads of the West. The Wasatch Front Region is where I-15 and I-80 intersect, providing the backbone of the West's transportation infrastructure. At the core of this region is Salt Lake County, home to the State's capital city and the seat of government. Surrounding this county are Davis, Weber, Morgan and Tooele counties, all unique in their contributions to the vibrant State economy.

As the pillar of Utah's economy, Salt Lake County provides almost 50 percent of the State's jobs. Indeed, the county has a workforce of more than 550,000 people, while more than 35,000 companies operate in the county, proving a total annual payroll of nearly \$25 billion.

New projects, programs and events are taking place almost non-stop.

The Downtown Rising project (www.downtownrising.com) in Salt Lake City is clipping along, changing the city's horizon. Extended transit lines are enhancing transportation options for the entire valley.

Utah continues to grow and develop cutting edge technology companies, through access to venture capital, clever government

leadership and universities that focus on technology and entrepreneurialism. More than 5,200 information technology and life science companies operate in Utah—most of them in Salt Lake County—employing more than 66,000 people at above-average wages.

In the critical care and medical devices sector of the life sciences industry, there are exciting announcements from companies expanding and relocating to Utah. Merit Medical, a manufacturer of medical devices used in cardiology and radiology procedures, recently broke ground on a fourth building for its South Jordan campus. The 240,000-square-foot building will house up to 700 additional employees over the next five to 10 years.

Edwards Lifesciences Corporation, the No.1 heart-valve manufacturer in the world, plans to add 1,000 new jobs over the next 15 years to its new 280,000-square-foot facility in Salt Lake County. Edwards Lifesciences and Merit Medical, along with many other Utah companies, were able to make use of government incentive programs to help fund their expansion. For example, Edwards Lifesciences will receive \$11.5 million in post-performance tax incentives for its 1,000 promised new jobs.

Across the Wasatch Front, companies are making a difference and seeing growth in part because of their ability to take advantage of both State tax incentives and business programs offered through the Governor's Office of Economic Development (GOED). Whether through financial incentives, business counseling, or connection to federal grants and other creative programs, GOED works to find the perfect fit for each company.

In Davis County, Janicki Industries is making use of a State incentive to help build a new \$19.5 million composites manufacturing plant. The company is part of Utah's growing composites and aerospace industry, and will work alongside ATK and Lockheed Martin on projects like the Air Force's new F-35 Joint Strike Fighter and on Airbus contracts. In fact, ATK also announced plans to build a new composites campus in Davis County, investing more than \$100 million in the community and bringing hundreds of high-paying jobs. ATK cited the Wasatch Front's educational opportunities and skilled workforce among its reasons for selecting the State.

Hill Air Force Base, which is situated mainly in Davis County, is a major economic engine in the region. About 22,000 workers are employed at the base, either as military personnel, contractors or civilian employees. The base has attracted a strong support network of companies in the composites and aerospace industries, and also provides work to numerous contractors for construction and other services.

Further north, in Weber County, Ogden City is home to the new 85,000-square-foot bicycle distribution facility for Quality Bicycle Products, which received a GOED incentive package of \$2.1 million to assist in its relocation from Bloomington, Minnesota. QBP, which serves more than 5,000 independent bike dealers across the United States, chose Ogden for its new distribution center so it could provide ground-based shipping to most of the Western region in two days or less.

QBP is one of several companies in the industries of outdoor products and sports equipment that have recently relocated or expanded in the Wasatch Front, including Goode, Amer Sports, Petzl and Rossignol, to name a few. Some are lured by incentives or just by Utah's enviable quality of life. And while the low cost of living and healthy business climate make Utah appealing, insiders know it's all about the outdoors, especially the renowned red rock and the stellar snow.



One such family-owned business is Rosehill Dairy in Morgan County. Tim Wilkinson, with his father and brother, has watched their small business of processing milk for home delivery grow. "We started with one customer and we now have 28 routes," he says. With 42 employees, Rosehill is one of Morgan County's top 10 employers. By taking advantage of Utah's Own, Wilkinson hopes to take it further. "I just wanted to put 'Utah's Own' on my labels because it's easier to sell, but I've just started to learn about more opportunities I didn't know about."

Morgan County is becoming recognized as an "up-and-coming mountain hub," and one of the fastest-growing counties in the State, changing from a sheep-shearing valley to a bedroom community to rapidly expanding Ogden, Utah, it is sprouting vacation homes and new commuters.

On the western side of the Wasatch Front, around the northern curve of the Oquirrh Mountains, lies Tooele County, a region showing some growth in the tough economic climate of manufacturing. "We have a lot of companies making impacts," says Nicole Cline, the county's economic development director. "It was a good year and we are still talking to a number of businesses about coming here." Allegheny Technologies, a large specialty metals producer, and Syracuse Casting, manufacturer of cast iron and fabricated access products for the construction industry, are two newcomers to the valley.

Another substantial addition is a 600,000-square-foot distribution center for Reckitt Benckiser, maker of Lysol, Woolite, Electrasol, French's Mustard, among other well-known products. Once again, GOED incentive dollars were a major factor in the decision of the company, which has added 200 new jobs to Utah.

With its proximity to Salt Lake City, Tooele County is also drawing companies like Overstock.com. The online retailer recently selected Tooele as the site for a new customer service call center. The company was ranked in *Forbes* as No. 1 in customer satisfaction among all U.S. retailers, and its selection of Tooele for a customer care center demonstrates its confidence in the quality of the local workforce. **BU**



MERIT MEDICAL, SOUTH JORDAN CAMPUS

"Despite an uncertain economy, skiers and snowboarders continue to flock to Utah's mountain resorts."
JESSICA KUNZER OF SKI UTAH

MOUNTAINLAND

Work Hard, Play Hard

By Pamela Ostermiller

FAST FACTS

COUNTIES:
Summit
Utah
Wasatch

MAJOR CITIES:
Provo (119,775)
Orem (95,248)
Pleasant Grove (35,201)
Heber (10,107)
Park City (8,123)

PER CAPITA INCOME
\$63,832 (Summit)
\$23,803 (Utah)
\$29,060 (Wasatch)

MAJOR EMPLOYERS:
Deer Valley Resort
The Canyons
Backcountry.com
Utah Office Supply
IM Flash Technologies
Novell
Zermatt Resort
Homestead Resort
RMD Management

It seems as though Utah’s Mountainland Region was made for companies that live by a “work hard, play hard” philosophy. Home to Summit, Utah and Wasatch counties, this region has a mix of white-knuckle recreational opportunities combined with an ambitious and entrepreneurial spirit. When a bright spring day can include skiing high mountain snow, fishing a blue-ribbon stream or teeing off at an award-winning golf course, each activity within 30 minutes of the next, it’s hard to believe the Mountainland is anything more than a recreational paradise.



THANKSGIVING POINT, LEHI

The area is in fact a major business and technology hub; the area is home to Brigham Young University and a host of high tech companies. And beneath the postcard quality of nearby Park City resorts, Heber Valley meadows and Thanksgiving Point Gardens, there’s a bustling economic engine and exciting new developments in business. In fact, in some cases the opportunities for recreation have been the

catalyst for business growth.

Despite national economic challenges, the Mountainland Region remains on a positive economic path. Each county has capitalized on its own strengths and, coupled with energetic people who are either starting new businesses or helping others do the same, there’s much to look forward to in 2011.

ALL IN A DAY

Recreation and tourism remain bright spots in Utah’s economy. In 2010, from visitation, to dollars spent, to skier days, each county in the Mountainland contributed something to the overall economic well being of the area.

Summit County is becoming a premier destination, combining world-class skiing with a vibrant nightlife and luxurious accommodations. Summit County is now home to St. Regis Deer Crest Resort, Dakota Mountain Lodge at The Canyons and Montage Deer Valley.

Bill Malone, Park City Chamber/Convention & Visitors Bureau executive director, says the area is becoming a first-class destination. “[The hotels] chose Park City based on the market. We still have all the same advantages: easy access to resorts and the world’s best snow, and our proximity to the international airport makes Park City easy to reach.”

In Utah County, one of the State’s biggest tourist attractions and local destinations is Thanksgiving Point. When it was founded in 1996, Thanksgiving Point was a bit of an island on I-15 between Salt Lake City and Provo. Today the site includes renowned botanical gardens, the world’s largest dinosaur museum, a working farm, a business park, the Johnny Miller

DEER VALLEY



Golf Course, and many shops and restaurants. Thanksgiving Point is a fun and educational destination for Utahns and out-of-state visitors. CEO Mike Washburn says it holds even more significance to the county’s economy and the business engine. Thanksgiving Point is a tourist and business magnet.

“There has been growth in the area and other businesses have gained traction because of the presence of Thanksgiving Point,” Washburn says. “The new commuter rail in 2012, new hotels, Cabela’s—are all here because Thanksgiving Point is a destination.”

Microsoft Corp. recently opened a new research and development office in the adjacent business park, where it employs 100 people in high-paying programming jobs. On the horizon at Thanksgiving Point are two new campuses for Mountainland Applied Technology College and Utah Valley University, as well as widely recognized Brigham Young University. The schools in combination will educate well more than 40,000 students annually.

AN ECONOMIC BOOST

The State of Utah is quickly becoming known as having one of the nation’s friendliest business environments. While there are numerous contributors to Utah’s economic success, the State’s support of small and rural businesses has played an integral role.

In Utah County one success story is the Raass Brothers, a company that won a large federal contract in part because of the Governor’s Office of Economic Development (GOED) and the Procurement Technical Assistance Program (PTAC). Raass Brothers, a contractor in Lehi, received help from PTAC in writing and reviewing its proposal to win a five-year, \$65 million job to build and refurbish homes at Dugway Proving Grounds. With R&O Construction, Raass has been able to provide hundreds of new jobs. “We love the PTAC and Procurement team services,” owner Stan Raass says. “Without them we would not have won this contract.”

Another important state program is Utah’s Own, managed by the State Department of

“We still have all the same advantages: easy access to resorts and the world’s best snow, and our proximity to the international airport makes Park City easy to reach.”

BILL MALONE, EXECUTIVE DIRECTOR,
PARK CITY CHAMBER/CONVENTION & VISITORS BUREAU

Agriculture. Started in 2001, the program has almost 350 members statewide, all businesses that sell locally grown or produced products such as preserves, honey, lamb or salsa. Promoting Utah products is important for the economy because a dollar spent on a Utah product puts \$4 to \$6 back into local coffers. One extremely successful Utah's Own company and recognized corporate-community citizen is Redmond, Inc. Most people know only one of its brands, RealSalt, but are unaware that

Redmond produces de-icing, agricultural, industrial and health products, all produced in Utah. The salt mine is in Redmond, but in 2005 the company moved its headquarters to Heber City. Besides attracting new companies like Redmond, Wasatch County is working within the community and the Mountainland Association of Governments (MAG) to invest in and support local businesses while preserving the valley's peace and beauty.

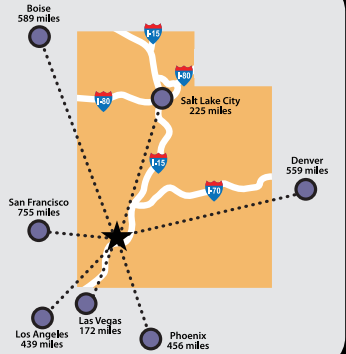


On the Right Track with Iron County Utah

Trade Area Demographics

Iron County Population	43,246
Cedar City Population	28,553
Labor Force (16 & Over)	20,424
Households	17,883
Median Age	25.7
Median Household Income	\$42,687
Cost of Living Index	90.6%
Mean Travel Time to Work	14.5

Education of Population 25 Yrs & Over -
• 90.5% High School Graduate
• 28.8% Bachelor's Degree or Higher





Access to Mainline Rail
21-Mile Branch



Redundant Fiber Optics Network



Cedar City Regional Airport
8,650' by 150' runway



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(435) 865-5115
Director, Brennan M. Wood
(435) 233-0055
wbrennan@cedarcity.org
www.cedarcity.org

TITANS OF TECH

Utah County and innovation have almost become synonymous in the past decade. A valley that thrives on entrepreneurial spirit, you can almost feel the energy change when you take that final curve on I-15 and cross the border from Salt Lake to Utah County. The birthplace of companies like WordPerfect, Novell, Omniture and IM Flash, the area has gained worldwide recognition for high tech businesses and training.

One factor that can't be ignored is influence and assistance from the valley's universities, including Utah Valley University and Brigham Young University (BYU). BYU's tech startup program is commonly referred to as an entrepreneurial factory, because of the number of startups, licenses and patent applications produced year after year.

Mike Alder, director of BYU's tech transfer office, says the university has a legacy of producing tech companies. "Since we started keeping track in 1984, 82 start-up technology companies have come from the BYU Tech Transfer office," says Alder. "The rate of which companies are coming out now is a lot faster—in 2008 we had nine; in 2010 we had 11," says Alder, adding that 46 companies are still active and, over the last two years, 19 of the 20 companies coming out of the BYU tech transfer office have stated in Utah. 

SOUTHEASTERN

The New Frontier

By Hilary Ingoldsby Whitesides

FAST FACTS

COUNTIES:

Carbon
Emery
Grand
San Jaun

MAJOR CITIES:

Moab (5,148)
Blanding (3,292)
Price (8,236)
Huntington (2,080)

PER CAPITA INCOME

\$33,428 (Carbon)
\$18,705 (San Juan)
\$25,345 (Emery)
\$29,019 (Grand)

MAJOR EMPLOYERS:

Canyon Fuels Company
West Ridge Resources
Castleview Hospital
Pacifcorp
Energy West
Nielson Construction
National Park Service
Allen Memorial Hospital
The Navajo Nation
Monument Valley Lodge
Montezuma Creek
Community Health

Nestled in Southeastern Utah are four counties well-known on the map for their breathtaking vistas and world-renowned recreation. But for those who know Grand, Emery, Carbon and San Juan counties, that's just the tip of the iceberg. These four counties are proving that Southeastern Utah is also a great place to grow your business.

Local economic development directors Michael McCandless (Emery County), Charlie DeLorme (San Juan County), Delynn Fielding (Carbon County) and Ken Davey (Moab City) share why Southeastern Utah is a great place to live and work.

A CROSSROADS TO SUCCESS

Once considered too isolated for business, Utah's Southeastern region is now primed for business growth and is eagerly inviting companies to the area.

By glancing at a map it's easy to see that Carbon and Emery counties have everything a business needs. Proximity to U.S. Highway 6 and Interstate 70 make transportation to and from both counties easy and convenient. Both counties are also rail served and share a regional airport.

"Large tracts of land, water availability, broadband infrastructure and the transportation provided by the railways and highways makes this area a great place for businesses," McCandless says.

San Juan County has completed a \$3.5 million fiber optics project, equipping the county with telecommunications structure many businesses need, DeLorme says. Within easy reach are Highways 70 and 191, and a regional airport.

Local businesses have long known the area is a great place for business and the outside world seems to be catching on.

"It's a great place to live and it's a better place to work," Fielding says.

As rich in heritage as it is in resources, these four counties share a common goal of helping local businesses grow and many are seeing the fruits of their labors. One example is Intermountain Electronics, which has been an important player in the backbone of Carbon County's economy, as well as in the international mining industry. In San Juan County, Triassic Industries is a fast-growing company that preserves Southeastern Utah heritage through wood and stone designs. Grand County's Moab Brewery is also becoming widely known for its innovative brewing techniques.

San Juan County is home to the nation's only uranium mill that, according to DeLorme, is gaining momentum. Now with a call for more nuclear power plant construction, there may be significant growth to accommodate potential demand. This mill now produces 24 percent of all the uranium in the U.S.

Young's Machine Shop, producing heavy mining equipment used all over the world, is expanding quickly. In Blanding, Cedar Mesa Products is another local company that continues to grow. Eagle Air, also in Blanding, continues to be a big player. With an inventive state program that uses the company's own tax dollars instead of public funds, the Governor's Office of Economic Development (GOED) is able to give post-production incentives to qualifying

companies. The Rural Fast Track Program has rewarded many Southeastern Utah businesses over the past few years. Since its inception, the program has helped dozens of businesses expand, improve and create new jobs around rural Utah, including the previously mentioned, Cedar Mesa Products, Triassic Industries and Intermountain Electronics

FINDING STRENGTH IN DIVERSITY

While the nation suffered one of the worst recessions in recent history, Southeastern Utah came through the economic turmoil with less impact than most areas. That can be credited to the focus local leaders put on helping area businesses stabilize and grow. According to Fielding and McCandless, the coal and gas industries provide a strong foundation for Carbon and Emery counties. "Emery County relies primarily on coal and power production and since coal and electricity are always needed they have been very stable industries," McCandless says.

Aside from a strong energy based foundation, Carbon County also boasts a diversified economy as the area hub. "Carbon [County] is not driven by only one particular industry so it makes us a strong county," Kathy Hanna-Smith, Carbon County travel bureau director, says. It's this diversity that Hanna-Smith believes has allowed Carbon County to avoid the cost of living increases that have recently plagued so many other parts of the country.

In a time when foreclosures and short sales are becoming more and more common, San Juan County boasts a steady real estate market that sets it apart from the majority of the nation. "Our real estate has been steady. We haven't seen the boom and bust cycle. The real estate continues to have a good value," DeLorme says.

Another hard-hit industry during the recession has been construction, but in Grand County, specifically Moab City, the construction industry is thriving due to publicly funded

projects including the construction of a new hospital, two school buildings and a new recreation center as well as work with the Utah Department of Transportation to replace a mayor highway bridge over the Colorado River.

"The public construction projects that were already in the works have done good job helping alleviate what would have been a difficult situation for local construction," Davey says.

PRETTY AND PROFITABLE

With more national parks and monuments than most counties can even imagine, it's no surprise that Southeastern Utah provides a lifestyle with which other areas simply can't compete.

Whether tourists come for the epic mountain biking, views or famous film scene, Grand

County is a destination hotspot of the Western United States. During the recent recession, Arches had more visitors than ever before.

But the natural beauty of Southeastern Utah doesn't just bring in tourists. It's home to many businesses and people who care about a way of life—one local leaders are dedicated to celebrating and preserving.

"We have a beautiful landscape and easy access. We have a high quality of life we want to preserve and our job is to help people that want to live here realize that they can make a living here," Davey says. "We want to help those who live here make a better living."



MOAB CITY



U.S. HIGHWAY 6

"Large tracts of land, water availability, broadband infrastructure and the transportation provided by the railways and highways makes this area a great place for businesses."

MICHAEL MCCANDLESS, ECONOMIC DEVELOPMENT DIRECTOR, EMERY COUNTY

SOUTHWESTERN

Resilient and Revving

By *Melanie Johnson*

FAST FACTS

COUNTIES:

Beaver
Garfield
Iron
Kane
Washington

MAJOR CITIES:

St. George (72,555)
Beaver (2,650)
Panguitch (1,502)
Cedar City (29,144)
Kanab (3,804)

PER CAPITA INCOME

\$25,886 (Washington)
\$25,383 (Beaver)
\$27,770 (Garfield)
\$23,147 (Iron)
\$32,102 (Kane)

MAJOR EMPLOYERS:

Circle Four Farms
Beaver Valley Hospital
Western Utah Copper Co.
Ruby's Inn
South Central Utah Telephone
Garfield Memorial Hospital
Convergys
Southern Utah University
Brian Head Resort, Inc
Best Friends Animal Sanctuary
Aramark (Lake Powell Resorts)
Stampin' Up
Intermountain Healthcare
Wal-Mart
Dixie College

Several recession-inspired words like bailout, layoff and staycation surfaced during the recent economic storm. For the five counties of Southwestern Utah—Beaver, Garfield, Iron, Kane and Washington—resiliency is the word to live by. And while the recession brought hardships to many across the nation, this region is making major strides toward a promising future.

FAST TRACK TO GROWTH

Southwestern Utah's tourism dollars have begun to pick up, the State of Utah has sturdy economic development plans like the Rural Fast Track Program (RFTP) offered through the Governor's Office of Economic Development (GOED), that greatly benefit the area. Aimed at existing small companies, the program provides post-performance incentives and grants to businesses that create high-paying jobs in rural areas.

Three of the five counties in the Southwest region qualify for this program, including Kane, Garfield and Beaver counties. In order to qualify

for the program, rural businesses must meet certain requirements including:

- Be located in a county with a population less than 30,000 and average household income less than \$60,000.
- Enter into an incentive agreement with GOED which specifies performance milestones.

Escalante's BR Bowmar Company, which manufactures industrial parts, has been able to buy better equipment and take on bigger projects as a result of the RFTP program. Paul Bowmar's shop needed to make a power upgrade to create a more economical business structure, but the upgrade's estimated cost was \$18,000. GOED was able to assist Bowmar with the RFTP program and today he benefits from its grants and tax incentives.



THE NEW ST. GEORGE MUNICIPAL AIRPORT

"Now I have enough electricity to hire more people and grow my shop," says Bowmar. "I can run bigger machines and get larger projects. Because my projects are bigger, I can offer more technical jobs to my workers and they can make more than the standard Garfield County wages. It's more like what they'd likely make in Salt Lake City."

Milford's A&F Electric is another company that participated in the RFTP. Because of the post-performance and tax incentives, A&F could buy specialty electric equipment and tools, which aided the company's business expansion. It also helped the company to go from working on a \$20 million project to a \$60 million project.

"We wouldn't have been able to get bigger jobs without buying specialty tools and electrical equipment. It put us in a whole different realm to be able to work on bigger jobs," says Lenn Florence, manager. Additionally, Florence and his team bought everything locally in Milford and hired additional employees to work on bigger jobs, thus further stimulating the economy.

COMMUNITY COOPERATION

Though times are tough, Iron County is poised for success, says Brennan Wood, economic director, Iron County. "Looking forward into the coming years, the areas in which we expect to see opportunity for Iron County are healthcare, renewable energy and technology," says Wood.

To enhance its technology sector, the region created the Southern Utah Technical Council (SUTC). The group, which consists of Southern Utah high tech businesses and their associate, works together to aid high tech businesses throughout the area. The organization's goal is to help those businesses become profitable through networking, increasing their market shares and resource development.

"A big part of education for local businesses is connecting locals in the area with those they wouldn't otherwise have known about," says Wood. "It gives them the opportunity to co-op,

get information and share ideas and from what we've seen, they're able to be more competitive on a national and global level."

Iron County's fully redundant fiber optics network allows communication with anyone in the world. "Because of the Southern Utah Technology Council, we're creating those technologies here locally and giving room for additional high paying jobs," says Wood.

With a focus on current and future business development, the county also created the Cedar Strategic Initiative (CSI). The group brings stakeholders together, including the Chamber of Commerce, Southern Utah University Business Resource Center, the Office of Education, etc. to gain an understanding from community leaders concerning where they want to see the community go in the next five to 15 years.

HOLLYWOOD STYLE

Also in Utah's Southwestern region is Kane County, which is becoming a top tourist attraction. New to the area is the world-renowned Amangiri Resort, which opened near Lake Powell. The luxury destination is attracting visitors from around the world; in fact, the resort is one of only two of its kind in the United States.

Beyond a growing hospitality sector, Kane County has a one-of-a-kind film industry. Utah set the stage for Disney's John Carter of Mars. "A Disney theater film of this caliber put local industry to work and [generated] an estimated 200 jobs for Utah workers," says Marshall Moore, director of the Utah Film Commission.

Film production included approximately 45 days of filming in Utah, specifically in Lake Powell, Big Water, Kanab, Moab, Arches, Hanksville and Sevier County. Exterior filming also took place in Utah.

"From start to finish, the crew spent about 1.5 years actively working in the State, specifically the Southwest region," says Moore. By putting Utah on the screen, it markets the filming destination and raises awareness of Utah's scenic beauty. This promotes the area

AMANGIRI RESORT, NEAR LAKE POWELL, UTAH



as a destination for all types of film production, including TV series, music videos, documentaries, commercials, studio feature films and independent feature films and in turn, benefits Utah."

READY FOR TAKEOFF

The manufacturing industry was hit two-fold in Washington County; by the national economic downturn and related construction slow down. The county is recovering, and unemployment rates are moderating and unemployment insurance claims are down.

Despite the slowdown, the area is now home to two major companies. Litehouse Foods announced the construction of a new manufacturing and distribution facility which will employ 100. And Chicago-based Czarowski Display Service is investing more than \$6.5 million in the development of a new production and distribution facility in St. George that will employ 50 people full time and another 40 to 50 part-time workers.

Washington County has now opened its new \$160 million St. George Municipal Airport. The airport will enhance the area's transportation network and allow for more commercial flights, including St. George-headquartered SkyWest Airlines, which is the Delta flight connector around the west and United has just announced a direct flight from L.A. The airport will provide an expanded gateway to Southern Utah's National Parks and is also expected to lead to increased employment in the area, attracting an estimated 100 companies. 

"Looking forward into the coming years, the areas in which we expect to see opportunity for Iron County are healthcare, renewable energy and technology."

BRENNAN WOOD, ECONOMIC DEVELOPMENT DIRECTOR, IRON COUNTY

BEAR RIVER

Fostering Economic Growth

By Gretta Spendlove

FAST FACTS

COUNTIES:

Box Elder
Cache
Rich

MAJOR CITIES:

Brigham City (8,709)
Logan (49,534)
Smithfield (9,757)
Tremonton (6,789)

PER CAPITA INCOME

\$28,499 (Box Elder)
\$25,955 (Cache)
\$30,224 (Rich)

MAJOR EMPLOYERS:

ATK Space Systems
Autoliv
Malt O Meal
Utah State University
Icon Main Plant
JBS Swift Company Inc
Trendwest Resorts
Bear Lake Landscaping

The Bear River curves gently through Northern Utah, wandering 350 miles south past fields, marshes and mountains toward the Great Salt Lake. Stunning natural beauty surrounds the Bear River Region, which consists of Cache, Box Elder and Rich counties. But the area is also on the move, with profitable companies moving in from outside Utah and percolating up from within. “We have great diversity in types of businesses,” says Sandy Emile, economic development advisor for Cache County.

All three counties in the region—Cache, Rich and Box Elder—have broadly different landscapes and economic strengths, but they remain connected by their rural roots and the cool waters of the Bear River.

BUILDING BUSINESS

Box Elder County is now home to a bustling



PROCTER & GAMBLE MANUFACTURING FACILITY, BOX ELDER COUNTY

Procter & Gamble manufacturing facility. Despite the economic hardships many rural cities are experiencing, county leaders say P&G has boosted the area’s economy by hiring engineers, machinists, managers and the other skilled workers necessary to make and ship paper products to consumers throughout the West.

“The reason Procter & Gamble chose Northern Utah is three-fold,” says Matthew Donthnier of Procter & Gamble. “First, geographic location. It’s a great distribution point for areas west of the Rockies. Second, the incredible cooperation from state and local leaders. And third, the workforce and culture.”

Donthnier praises the assistance given by the Utah Governor’s Office of Economic Development (GOED) in structuring state tax incentives, introducing Procter & Gamble to local government leaders, and providing information on technology colleges and other resources important to the company.

Donthnier says the company has also been impressed with the State’s workforce and culture. “Utah workers are highly educated, their work ethic is strong, their integrity is high, and the culture in Northern Utah promotes and supports those values,” he says. “If anything, many Utah workers are underemployed. They want to stay in Utah for the lifestyle, even if that means not taking the best-paying job elsewhere. Having that pool of committed, talented workers, eager for better jobs, is very attractive to employers sighting plants in Utah.”

Other national and global companies which have successfully moved into the Bear River Region, including ATK, Nucor Building Systems and AutoLiv.



SPACE DYNAMICS LAB, UTAH STATE UNIVERSITY

FUELING TECH GROWTH

Utah State University, based in Logan, Cache County, is a powerhouse for economic development in the region. During 2010, USU’s Technology Commercialization Office (TCO) received 92 idea disclosures from students and professors about potential inventions, filed 50 patents, had 16 patents issued, and matched 2009’s record of creating five spin-out companies using USU technology.

Utah State University and the Cache Valley area were recognized for their achievements in calendar year 2009 during the Utah Genius 2010 awards. USU appeared on the list for the first time, debuting as one of the top 20 entities in the State by the number of issued patents (12) and was tied for 11th place. Logan placed in the top five cities in the State for number of patents issued (53), and Cache Valley towns Paradise, Hyde Park and Millville placed in the

top five cities for number of issued patents per capita.

USU’s tech transfer growth is fueled by the State of Utah’s Utah Science Technology and Research (USTAR) initiative, which in March 2009, allocated \$800,000 to TCO to award inventors and researchers in the final stages of moving their ideas to market. Sixteen submissions were received in the first round, in September 2009, with additional rounds in December 2009, March 2010 and June 2010. The grants awarded range from an “efficacy study” of new antibiotics, to flying, unmanned, networked sensors used to transmit environmental information, to an equine distress monitor used to detect the onset of serious health conditions in horses. Any of those grants may result in profitable Northern Utah businesses.

USU is also the home of the Space Dynamics Lab, which produces \$50 million in business

“The reason Procter & Gamble chose Northern Utah is three-fold. First, geographic location. It’s a great distribution point for areas west of the Rockies. Second, the incredible cooperation from state and local leaders. And third, the workforce and culture.”

MATTHEW DONTNIER, PROCTER & GAMBLE

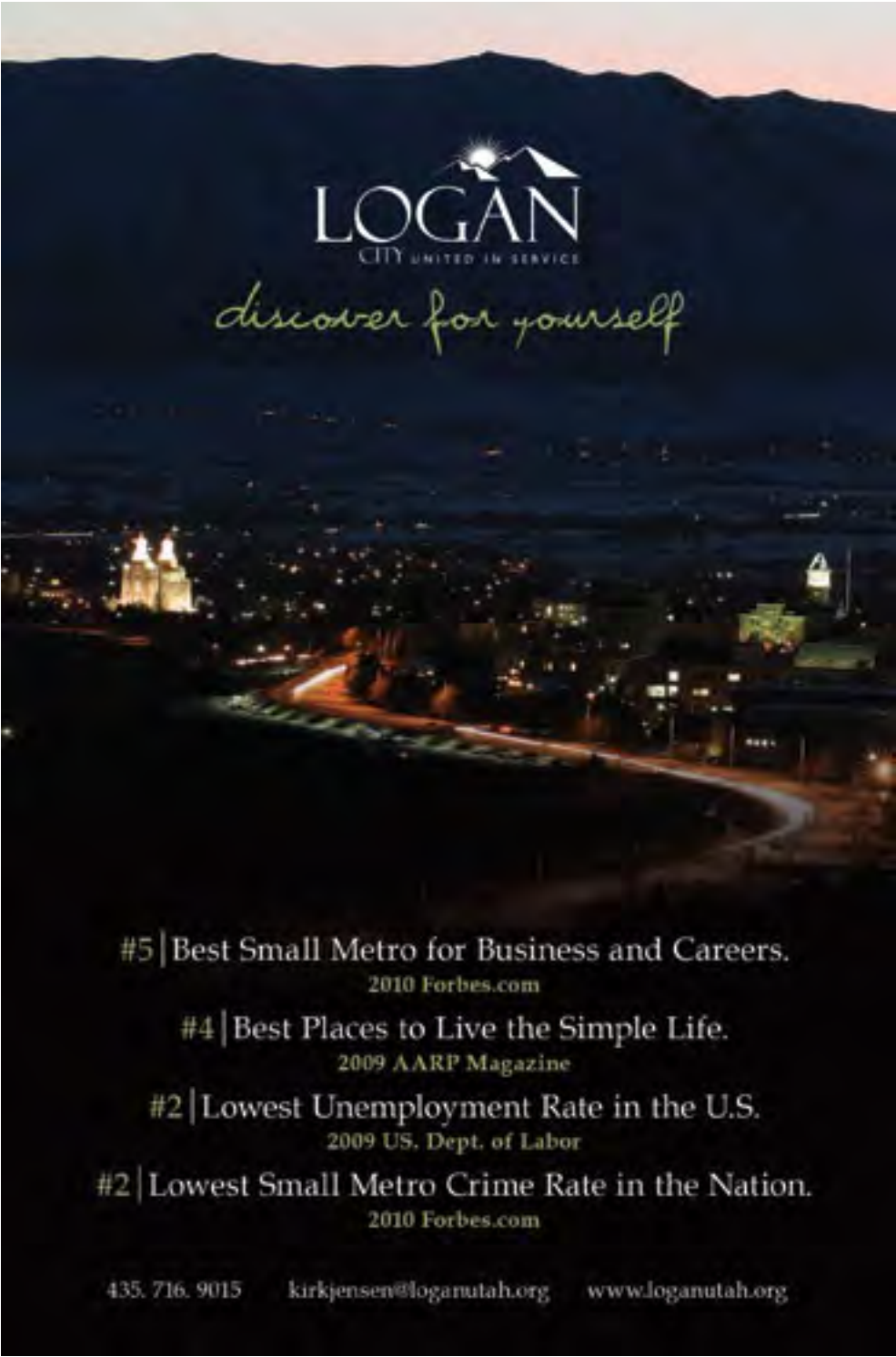
per year, according to Eric Warren of the Space Dynamics Lab. “We’re known throughout the world as a leader in optics and infrared space observation tools,” says Warren.

The lab hires 450 engineers and students who build space instruments, develop sensors for unmanned military vehicles, and have even participated in the launch of a satellite. Parts for the satellite were developed at the lab, shipped to Denver, integrated into a payload, and eventually launched from a site in California. “The Space Dynamics Lab was started one year af-

ter NASA was created,” Warren says, and was the dream of Doran Baker, a USU professor and former astronaut.” The lab now receives multiple grants from NASA and other developers of space technology and is on the forefront of optics and space research.

STAYING CONNECTED

The Bear River Region’s economic development is further supported by a strong telecommunications network. Comcast and Qwest, major telecommunication companies, service




“We have a strong, secure agriculture basis, a successful research park, hospitals, and businesses spin off from all of them. We have a highly educated workforce with a high code of ethics. We have a beautiful place to live with people who care about each other.”

SANDY EMILE
ECONOMIC DEVELOPMENT ADVISOR,
CACHE COUNTY.

Northern Utah. “Businesses seeking to locate in Northern Utah have the ability to purchase redundant communications services from providers serving in the area,” says Jerry Fenn, president of Qwest Communications for Utah. “We are committed to increasing the services to the Cache Valley, and other parts of the Bear River Region.”

“We’re very networked as a community,” adds Emile, as she describes the Bear River Economic Development Association (BREDa), made up of local government officials, chamber of commerce directors, and economic development advisors. “We meet together on a monthly basis to discuss what businesses are coming into the area, what businesses are struggling and which of us has the resources to help.”

Emile sums up the strong business resources and great lifestyle of the Bear River Region. “We have a strong, secure agriculture basis, a successful research park, hospitals, and businesses spin off from all of them. We have a highly educated workforce with a high code of ethics. We have a beautiful place to live with people who care about each other. 

TBD

CENTRAL

Incentives Keep Central Utah Growing

By Heather L. King

FAST FACTS

COUNTIES:

Juab
Millard
Piute
Sanpete
Sevier
Wayne

MAJOR CITIES:

Richfield (7,280)
Nephi (5,408)
Delta (3,220)
Ephraim (5,419)
Loa (514)
Circleville (493)

PER CAPITA INCOME

\$22,374 (Juab)
\$28,796 (Millard)
\$24,669 (Piute)
\$21,162 (Sanpete)
\$25,452 (Sevier)
\$25,579 (Wayne)

MAJOR EMPLOYERS:

Central Valley Medical Svcs	Snow College
Shaw Services	Sanpete Steel
Nephi Rubber Products	Central Utah Telephone
Intermountain Power Service	Canyon Fuels Company
Great Lake Cheese of Utah	Barney Trucking
Mountainview Mushrooms	Home Depot
Dalton Brothers Trucking	Aspen Ranch
Storm Ridge Ranch School	Royal's Market

If mixing business with pleasure is part of your company's mantra, Central Utah may be your perfect landing spot. The region's six counties, Juab, Millard, Piute, Sanpete, Sevier and Wayne, offer a one-of-a-kind environment for companies that know how to work hard and play hard. Despite today's stormy economy, the region is weathering the downturn due to its economically sustainable products and industries, and with help from the State of Utah's Rural Fast Track program and Economic Development Tax Increment Financing (EDTIF) tax credits.

SEVIER COUNTY

Sevier County's economy is tied to its robust land. More than 50,000 acres of cropland support livestock and turkey processing, while gas, oil and mining are also critical to the area's success.

Wolverine Gas and Oil is one local company boosting the area's economy, according to Malcolm Nash, economic development director for Sevier County. "Wolverine Gas and Oil is the most recent company that has significantly affected the local economy," he says. "The company's continued exploration and production of oil generates the demand for production services and transportation."

Sevier County's accessibility to Interstate 70 adds to the community's viability. Local businesses, such as Redmond Minerals, Diamond K Gypsum and Sulco Coal Mine, benefit from easy exportation, including FedEx locations in Salina and Richfield to use for moving packages between Los Angeles and Denver. All of these businesses, Nash says, plus Jorgensen Honda and Ford, "have good models that are able to sustain themselves even in a poor economy. They hire a lot of people and provide a good wage."

The area also boasts unique recreational activities that bring in tourism dollars. "Fish Lake attracts thousands of people during the summer and provides ice fishing during the winter," Nash says. "Sevier County is also opening the second phase of a bike path that will eventually run the width of Sevier County." The main tourist attraction is the 200+ mile Piute ATV Trail System.

PIUTE COUNTY

Neighboring Sevier County to the south, Piute County depends on tourism, the Piute School District (employing 50) and agriculture to support its residents.

Tourists seek out Piute Lake State Park for some of the best fishing in Utah. Marysvale is an access point to the Paiute ATV Trail which also runs through Circleville where outlaw Butch Cassidy grew up at Parker Ranch. Kingston Canyon is popular for camping, hiking and fishing. Otter Creek State Park offers good boating, water-skiing and fishing opportunities.

Big Rock Candy Mountain Resort and Hoovers River Resort also employ residents in the area and offer services for all types of recreation enthusiasts year-round. Visitors can find lodging options, tour guides and rent sporting equipment for ATV riding, snowmobiling, mountain biking and water sports adventures.

WAYNE COUNTY

One of Wayne County's largest employers and most critical service facilities is Wayne Community Health Center in Bicknell. The center not only retains 38 full- and part-time employees, but also provides needed medical services from

a medical doctor, two dentists, one pharmacist, three pharmacy technicians, eight medical assistants, a case manager, a nurse practitioner and a physician's assistant.

"Surrounding residents from Garfield and Piute counties come here for their health needs, as well as the citizens of Wayne County," Michelle Coleman, director of Wayne County Economic Development, explains.

Other businesses making an economic impact include Brian Farm Service Center in Loa, Bull Mountain Market in Hanksville and Castle Rock Coffee & Candy in Torrey. The new pellet-making operation of Thousand Lake Lumber in Lyman is particularly important to the future of the community as well. Additionally, Wayne County's Capitol Reef National Park supports numerous seasonal tourist and recreational businesses.

Coleman is pleased to say that GOED is very important to Wayne County and four local businesses have received Rural Fast Track incentives

SANPETE COUNTY

Kevin Christensen, director of Sanpete County Economic Development and Travel, explains that businesses started in Sanpete County such as Freedom Innovations, CO Building Systems and Moroni Feed, "tend to have a greater impact on the area because they never leave."

Hometown businesses Christensen Arms and ACT Aerospace as well as Timberhawk Homes have all received Rural Fast Track grants to further build and maintain a high-paid workforce. Last year MediConnect Global received a \$1.75 million EDTIF incentive (in the form of tax credits over 10 years) to expand operations in the area. "We are delighted to further develop our operations in Ephraim," says MediConnect CEO Amy Rees Anderson. "We appreciate the motivated workforce available in Sanpete County." In addition to the 300 new full-time jobs and revenue created by MediConnect's expansion, Christensen explains, "MediConnect will provide medical and dental insurance for employees—

something that is greatly needed in rural Utah."

Outdoor enthusiasts visiting Sanpete County can enjoy snowmobiling; sport climbing in Maple Canyon; ATV riding on the Arapen OHV Trail System; golfing, fishing and geo-caching at Palisade State Park; boating and camping on the Painted Rock side of Yuba State Park and snowkiting in Fairview Canyon where the annual US Open Snowkite Master is held.

MILLARD COUNTY

First Wind is the State's largest wind producer and is in the process of erecting 59 new wind towers in Millard County, phase one of the First Wind investment with nearly 100 towers is located just north of Milford in Beaver County. Located in Millard and Beaver counties, the First Wind project, in the Milford Wind Corridor has generated over \$86 million in direct and indirect spending in Utah, including 250 development and construction jobs. Paul Gaynor, CEO of the project's parent company, First Wind, says, "This project is a great example of the kind of development that helps creates jobs and helps stimulate the economy." The project's expansion north into Millard County will eventually include 159 turbines.

Linda Clark Gillmor, Millard County economic development director, says that Magnum Gas Storage will also begin construction of a natural gas storage project in Millard County in May 2010 that will provide the necessary infrastructure for the expansion of renewable resource development.

Additionally, two local companies, LiquaDry and Utah Dairy Farms, are both using innovation to keep business brisk. "Utah Dairy Farms has recently put their own brand of egg nog and chocolate milk on the shelves at all Smith's stores and selected Associated Stores," says Gillmor. "In a challenging economic time for most businesses in agriculture, Utah Dairy Farms is showing creativity and initiative in marketing of a local food product."

LiquaDry, Inc. offers employment to 37 Millard County residents as well as generous




EPHRAIM CITY HALL

benefits. "We have made a long-term commitment to our employees," Deeanna Petersen of LiquaDry says. LiquaDry supports local agriculture by purchasing extra crops from area farmers. "Millard County is known for producing high-quality hay and we have taken advantage of that quality in producing our cereal grass powders. The climate, soil advantages and proximity of farms to our production facility all play a major part in our unique processing technology."

JUAB COUNTY

According to Byron Woodland, Juab County and Nephi City economic development director, Barnes Bullets and FiberTEK are two companies that are having significant economic impact in Juab County. "In a time of high unemployment for the county, they are providing much-needed dependable jobs."

Both companies took advantage of GOED's economic development programs. FiberTEK received a combined EDTIF/IAF incentive package for its new manufacturing facility and expanded from Florida to Nephi. The company was awarded \$1.25 million in IAF for the creation of 99 new jobs and \$2.75 million over 10 years through EDTIF. "Barnes Bullets is a home-grown Utah company," Woodland says, adding that the company was awarded \$200,000 over 10 years in EDTIF incentives for the relocation and expansion of its operations to Mona with an estimated 42 new jobs and 53 retained jobs.

Recreational opportunities available in Juab County include ATV riding at Little Sahara Sand Dunes, boating at Yuba Lake and the Ute Stampede Rodeo. 

"We are delighted to further develop our operations in Ephraim. We appreciate the motivated workforce available in Sanpete County."

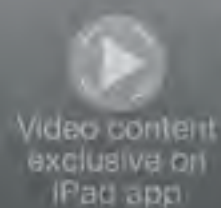
AMY REES ANDERSON, CEO, MEDICONNECT

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UINTAH BASIN

The Right Mix

By Heidi Kulicke

FAST FACTS

COUNTIES:

Daggett
Duchesne
Uintah

MAJOR CITIES:

Vernal (9,216)
Duchesne (1,702)
Roosevelt (5,466)
Manila (325)

PER CAPITA INCOME

\$23,825 (Daggett)
\$38,156 (Duchesne)
\$33,272 (Uintah)

MAJOR EMPLOYERS:

Flaming Gorge Resort
National Forest Service Uintah
Basin Medical Center
New Field Exploration Co.
RN Industry Trucking
Ute Indian Tribe
Halliburton Energy Services

East of the Salt Lake metropolitan area is the Uintah Basin—east of the Wasatch Mountains and bounded to the north by two national forests and the Uinta Mountains, featuring Kings Peak, the tallest mountain peak in Utah. Set in a remarkable natural landscape, the Uintah Basin is home to a thriving natural resources industry, along with a flourishing business community.

The friendly locals and simplicity of the country has an attractive lure, and with abundant natural resources and a Utah State University campus, Uintah Basin Applied Technology Center and Bingham Entrepreneurial and Energy Research Center, the Uintah Basin is the perfect place to locate and expand business ventures.

RURAL PROSPERITY

Everywhere you look there are plentiful opportunities for business in Duchesne, Daggett,

and Uintah counties. And with help from the Governor's Office of Economic Development (GOED), the availability of tax credits is especially enticing.

Take L&L Motors for instance, located in Duchesne County in Roosevelt, Utah. Oil rig company fleet vehicles were being serviced out of state due to long wait times and a lack of resources. To solve this problem, L&L Motors was given an incentive through the state's Rural Fast Track Program to expand its business in Utah. As a result, the shop underwent a \$5 million expansion, increasing its service bays from five to 28. "They were able to retain and create jobs by expanding their business, ultimately keeping business in Utah," says Irene Hansen, executive director of the Duchesne County Chamber of Commerce.

Now the largest service center between Salt Lake City and Denver, L&L Motors' new building is technologically advanced with the capability of keeping money in the state of Utah, where it belongs. "We're thrilled they took a risk and decided to invest in our community," says Hansen. "It's a fantastic investment in Roosevelt that will bring prosperity and jobs for 50 years to come."

In spite of the oil and natural gas industry's prominence in the basin, the region was not immune from the economic turmoil the nation experienced in 2009. While some oil companies were laying people off and putting an end to drilling, one company decided to weather the storm and has actually expanded.

Newfield Exploration Company, an interna-

tional crude oil and natural gas production and exploration company, is focusing much of its efforts in the Uintah Basin because of the abundant supply of natural resources. "They feel that Utah is a good place to do business with its business and regulatory friendly environment," says Hansen, which would explain Newfield's proposal to drill 5,750 additional gas wells over a 25-year period in the Basin. The company's production has already increased from 7,500 barrels of oil per day in 2004 to more than 20,000 in 2010.

Hansen says she has found that by living in a smaller community, everyone must work together to create their own positive atmosphere. "We want to live here and watch our community grow and thrive. We've learned that the future is up to us, and we're very optimistic," she adds.

FOSSILS AND FUEL

Outsiders may think of Vernal as merely a quaint small town full of ancient dinosaur fossils, but the locals know it's the finest place around to do business.

Ashley Regional Medical Center recently underwent a \$22 million expansion which included additional services and office space for physicians. This allowed for expanded services, such as urology, that were not present in the past. It is anticipated that more physicians will come to Vernal now that offices have been built for them. "A \$22 million investment in our community is no small thing, and the impacts are significant," says Tammie Lucero, executive director of Vernal Economic Development.

Like Duchesne County, Uintah County is heavily involved with the oil and natural gas industry. Anadarko Petroleum Corporation recently opened the Chipeta Natural Gas processing plant, which is filled near capacity. The company is already the largest natural gas producer in Utah, and within five years, Anadarko expects to drill 1,800 to 2,200 wells along with ramping up their number of operated rigs to 15.

With new stores cropping up left and right, including several clothing, grocery and specialty shops, there's no need to drive to Salt Lake City for shopping and entertainment. Vernal contains both big city accessibility and small town charm, serving as the retail hub for the surrounding 100-mile area. In fact, people



SPLIT MOUNTAIN

travel here to shop from Western Colorado, Southwestern Wyoming and all over Eastern Utah. "We are basically the largest shopping hub between Salt Lake City and Denver. The sales tax is absolutely crucial to the success of our community, and we are proud to be able to serve the area with a variety of services," says Lucero.

Another big city perk residents of the basin enjoy is higher education through Utah State University right in their own backyard. "We've had \$150 million coming into the Uintah Basin over the past four years, creating a full-blown regional campus," says Rob Behunin, special assistant to the president of USU. The campus offers 18 different bachelor's degrees and 11 master's degrees. Companies such as Simplot have even won national awards for sustainability and environmental responsibility, creating research opportunities for graduate students in the environmental and energy fields. The Uintah Basin Applied Technology College provides skills and specialized training as well.

RIGHT ON TARGET

Behunin says Eastern Utah as a whole is one of

"When it comes to having the most world-class energy assets in one spot, Utah is viewed as the bull's-eye."

ROB BEHUNIN

SPECIAL ASSISTANT TO THE PRESIDENT,
UTAH STATE UNIVERSITY

the State's best-kept secrets for business and entrepreneurs. "We have home-grown scientists who have put satellites into space. Oil, gas and coal extraction fuels the state's economy with some of the most inexpensive energy because it's local," he adds. "When it comes to having the most world-class energy assets in one spot, Utah is viewed as the bull's-eye."

To top it off, the area's vast array of outdoor activities keep the small-town life exciting and adventurous. Flaming Gorge provides exceptional fishing and boating, while the stunning natural landscape is perfect for hiking and biking excursions. "We take pride in our rich, colorful history and our bright, promising future," says Lucero. "We are truly a diamond in Utah's backyard," adds Behunin. ■

"We want to live here and watch our community grow and thrive. We've learned that the future is up to us, and we're very optimistic."

IRENE HANSEN, EXECUTIVE DIRECTOR,
DUCHEсне COUNTY CHAMBER OF COMMERCE.



OIL SHALE

UTAH'S BUSINESS LEADERS



Accounting Firms by number of accountants

	COMPANY	FULL-TIME CPAS
1	Ernst & Young LLP	111
2	KPMG LLP	89
3	PricewaterhouseCoopers LLP	69
4	Deloitte & Touche	45
5	Tanner LLC	45
6	Hansen, Barnett & Maxwell	41
7	HintonBurdick CPAs & Advisors	40
8	Squire	39
9	Hawkins, Cloward & Simister	32
10	Wisam, Smith, Racker & Prescott LLP	31
11	Schmitt, Griffiths, Smith & Co	27
12	CBIZ-MHM	26
13	Grant Thornton LLP	26
14	Mantyla McReynolds	23
15	Jones Simkins PC	22
16	Haynie & Company	19
17	Cook Martin Poulson P.C.	16
18	Child, Van Wagoner & Bradshaw, PLLC	14
19	Gilbert & Stewart	14
20	Jensen Keddington	14
21	Larson & Rosenberger LLP	14
22	Huber, Erickson & Bowman LLC	13
23	Pinnock, Robbins, Posey & Richins PC	13
24	Karren, Hendrix, Stagg, Allen & Company	12
25	Hefen, Buckner, Everett & Graff PC	11

Law Firms by number of attorneys

	COMPANY	ATTORNEYS
1	Parsons Behle & Latimer	116
2	Kirton & McConkie	109
3	Ray Quinney & Nebeker PC	89
4	Jones Waldo Holbrook & McDonough PC	85
5	Stoel Rives LLP	76
6	Durham Jones & Pinegar	68
7	Parr Brown Gee & Loveless	68
8	Workman Nydegger	65
9	Van Cott, Bagley, Cornwall & McCarthy PC	61
10	Callister, Nebeker & McCullough	54
11	Snow, Christensen & Martineau	52
12	Strong & Hanni PC	51
13	Fabian & Clendenin	49
14	Snell & Wilmer	48
15	Holland & Hart LLP	47
16	Ballard Spahr LLP	40
17	Richards Brandt Miller Nelson	38
18	Holme Roberts & Owen LLP	34
19	Prince, Yeates & Geldzahler	34
20	Bennet Tueller Johnson & Deere	32
21	Christensen & Jensen	27
22	Clyde Snow & Sessions	27
23	Dorsey & Whitney LLP	23
24	Trask Britt PC	22
25	Cohne, Rappaport & Segal	18

Banks by total Utah deposits

	COMPANY	2009 DEPOSITS (THOUSANDS)
1	Wells Fargo Bank NW, N.A.	\$19,202,381
2	Zions First National Bank	\$12,653,315
3	JPMorgan Chase Bank	\$7,835,412
4	KeyBank	\$2,274,907
5	US Bank	\$991,238
6	Bank of American Fork	\$710,287
7	Bank of Utah	\$580,885
8	State Bank of Southern Utah	\$556,982
9	Central Bank	\$484,811
10	Far West Bank (A Division of AmericanWest Bank)	\$349,853
11	Washington Federal Savings	\$313,529
12	First Utah Bank	\$287,708
13	First National Bank of Layton	\$225,221
14	Grand Valley Bank	\$221,878
15	Cache Valley Bank	\$216,788
16	The Village Bank	\$212,019
17	Lewiston State Bank	\$198,044
18	SunFirst Bank	\$195,589
19	Celtic Bank	\$178,909
20	Home Savings Bank	\$122,310
21	Brighton Bank	\$119,295
22	Prime Alliance Bank	\$115,578
23	Capital Community Bank	\$100,901
24	Western Community Bank	\$98,185
25	Bank of the West	\$90,215

Commercial Builders by total revenue

	COMPANY	2009 REVENUE (MILLIONS)
1	Okland Construction	808.6
2	The Layton Companies	731.7
3	Big-D Construction Corp.	466.6
4	Jacobsen Construction Company, Inc.	447
5	SME Steel Contractors	242.7
6	Hogan & Associates Construction	220
7	R & O Construction	197.9
8	Ralph L. Wadsworth Contruction Company, LLC	166.1
9	Wadman Corporation	138.5
10	Hughes General Contractors, Inc.	77
11	Ascent Construction Inc.	74.2
12	Rimrock Construction, LLC	52.4
13	Le Grand Johnson Construction Co.	52.4
14	Bodell Construction	44
15	Camco Construction, Inc.	43.4
16	Associated Brigham Contractors Inc.	40.2
17	Pentalon Construction, Inc.	32
18	Furst Construction	30
19	Stacey Enterprises Inc.	22.8
20	Watts Construction	21
21	Menlove Construction	21
22	Stallings Construction	20
23	Sirq, Inc.	11.4
24	Eckman Mitchell Construction	9.8
25	Arnell West, Inc.	9.7

Rankings based on 2009 data. Source: Utah Business magazine's Book of Lists, 2010. Copyright 2011 by Utah Media Partners, LLC.

CORPORATE REAL ESTATE



RIVERPARK CORPORATE CENTER



GROVE CREEK CENTER



FALCON HILL



THE POINTE



WORKERS COMPENSATION
FUND BUILDINGS



UNION HEIGHTS



MINUTEMAN



SANDY PARK CENTER



THANKSGIVING PARK

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UTAH'S BUSINESS LEADERS



Top 40 Public Companies by 2009 sales revenue

COMPANY	TICKER SYMBOL	REVENUE (000'S)	COMPANY	TICKER SYMBOL	REVENUE (000'S)
1 Huntsman Corp.	HUN	\$7,763,000	21 iMergent Inc.	IIG	\$94,411
2 Questar	STR	\$3,038,000	22 inContact	SAAS	\$84,183
3 Zions Bancorporation	ZION	\$3,000,000	23 ZAGG Incorporated	ZAGG	\$38,362
4 SkyWest Inc.	SKYW	\$2,613,614	24 ClearOne Communications Inc.	CLRO	\$35,700
5 EnergySolutions Inc.	ES	\$1,623,890	25 Dynatronics Corporation	DYNT	\$32,407
6 Nu Skin Enterprises	NUS	\$1,331,100	26 Pacific Webworks Inc.	PWEB	\$29,817
7 Boart Longyear Company	BLY	\$978,000	27 Evans & Sutherland	UTMD	\$25,916
8 Overstock.com	OSTK	\$876,800	28 Utah Medical Products	ESCC	\$25,100
9 Headwaters Inc.	HW	\$666,676	29 Alpine Air Express	APNX	\$20,464
10 USANA Health Sciences	USNA	\$436,940	30 FX Energy Inc.	FXEN	\$14,664
11 Myriad Genetics	MYGN	\$326,527	31 SecureAlert Inc.	SCRA	\$12,630
12 Extra Space Storage	EXR	\$280,476	32 ForeverGreen Worldwide Corporation	FVRG	\$12,090
13 Merit Medical Systems	MMSI	\$257,462	33 America West Resources Inc.	AWSR	\$11,010
14 Ancestry.com	ACOM	\$224,902	34 Cirtran	CIRT	\$9,733
15 Security National Financial Corporation	SNFCA	\$218,595	35 Park City Group Inc.	PCYG	\$5,965
16 Schiff Nutrition Int'l	WNI	\$190,700	36 Profire Energy Inc.	PFIE	\$5,910
17 Nutraceutical Int'l	NUTR	\$162,300	37 Reflect Scientific Inc.	RSCF	\$5,660
18 Franklin Covey	FC	\$130,118	38 Myrexis Inc.	MYRX	\$5,460
19 Caspian Services Inc.	CSSV	\$98,170	39 Golden Eagle International Inc.	MYNG	\$4,000
20 Otix Global, Inc.	OTIX	\$95,810	40 Bullion Monarch Mining	BULM	\$3,725

Top 40 Private Companies by total number of full-time employees

COMPANY	EMPLOYEES	COMPANY	EMPLOYEES
1 Intermountain Healthcare	26,000	21 Lifetime Products	1,500
2 Flying J Inc.	10,127	22 Young Electric Sign Company	1,475
3 Management & Training Corp.	9,195	23 CHG Healthcare Services	1,140
4 Regence BlueCross BlueShield of Utah	6,753	24 Tahitian Nono International	1,126
5 C.R. England Inc.	6,000	25 Select Portfolio Servicing, Inc.	1,000
6 Associated Food Stores Inc.	5,700	26 Ultradent Products Inc.	934
7 Sportsman's Warehouse	4,650	27 Zip Local	912
8 Sinclair Oil	4,500	28 Cache Valley Electric	900
9 Brigham Young University	4,027	29 Academy Mortgage Corporation	873
10 Larry H. Miller Group	3,700	30 Del Sol	865
11 ARUP Laboratories	2,773	31 Wheeler Machinery Company	845
12 Focus Communications	2,600	32 Okland Construction Co. Inc.	825
13 Deer Valley Resort	2,400	33 Body Firm Aerobics, LLC	800
14 Clyde Companies	2,341	34 Snowbird Corporation	800
15 Garff Enterprises Inc.	2,100	35 Dynamic Confections, Inc.	750
16 Deseret Management Corporation	2,000	36 Provo Craft Warehouse	750
17 Harmon City Inc.	2,000	37 Mountain America Federal Credit Union	740
18 ICON Health @ Fitness Inc.	1,717	38 Orbit Irrigation Products Inc.	700
19 O.C. Tanner	1,642	39 Sonic Innovations Inc.	700
20 America First Credit Union	1,591	40 SME Steel Contractors	681

Rankings based on 2009 data. Source: Utah Business magazine's Book of Lists, 2010. Copyright 2011 by Utah Media Partners, LLC.

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Chamber of Commerce
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Price, UT 84501
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Regional Commission
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SLC, UT 84190
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Monticello, UT 84535
(435) 587-3235 ext. 4138
www.utahscanyoncountry.com

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Sanpete County Economic
Development Association
191 N. Main Street
Manti, UT 84642
(435) 835-4321
www.sanpete.com

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Sevier County
Economic Development
250 N. Main Street, Rm 10
Richfield, UT 84701
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